

2017/18-2020/21

STATEMENT OF INTENT
TAUĀKĪ WHAKAMAUNGA ATU



Te Tari Taiwhenua
Internal Affairs



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Department of Internal Affairs
Te Tari Taiwhenua
Statement of Intent
Tauākī whakamaunga atu
2017/18–2020/21

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PART ONE: Introduction

Foreword: Minister of Internal Affairs

The government is deliberately changing the way that it delivers services to meet our citizens' needs in a world that is fast changing in the digital age.

New Zealand's digital journey is a story about Better Public Services. While no one can predict where the current technological social and global changes will take us in 50 years, we do know where we need to be in the next five years to meet our citizens' expectations. Citizens want services that are easy to access, convenient and tailored to them – and they want them tomorrow, not in five years' time.

The Department of Internal Affairs has seized the opportunity that digital delivery offers to get more services out to those who need them, in a way that they can easily use. It is not only about finding new ways of doing old things but reshaping our citizens' experience of dealing with government. And we are already seeing results:

- 91 digital services now use the RealMe logon;
- 90 per cent of births were registered online in 2016;
- 55 per cent of passport renewals are done online;
- over \$100 million in savings and cost avoidance across the system as a result of moving to common capabilities, which correlates to greater benefits for our citizens as a result of more efficient government services; and
- 85,000 visits to SmartStart in the first six months since it launched in December 2016.

The Department has a vital role to play to support the Better Public Services (BPS) programme through its State Sector leadership role in leading information and communications technology system transformation, Result 10, and privacy and security. These various roles will improve the way that New Zealanders interact with public services.

Our work in creating a digital government is also recognised internationally. We are currently chairing the D5 group of digitally advanced nations. We are also a standout nation in the Digital Evolution Index from the Fletcher School at Tufts University, and they are preparing a case study on our digital journey.

The Department also delivers services that are of significance to New Zealanders. Its work in communities is focused on efficient and effective local government, overseeing community-related funding systems, and helping people in communities participate and contribute. It supports New Zealanders to maintain a strong sense of national identity through the guardianship of the nation's historical records, and identity documents (including as birth, death, marriage, citizenship, and passport); and a key part of doing so, involves ensuring that there is access to information of national relevance so that our past is remembered, protected and more visible for current and future generations. The move of three founding constitutional documents – the 1835 Declaration of Independence, the 1840 Treaty of Waitangi, and the 1893 Women's Suffrage Petition – to the new He Tohu permanent exhibition is a tremendous example of that. The exhibition was developed in partnership between Crown and Māori, with significant input from women's groups. It has three objectives – preserving our irreplaceable heritage for future generations; improving access to these taonga; and enhancing learning opportunities for young New Zealanders.

The Department is also working to improve access to information to enable better research, knowledge creation, and innovation in the economy.

I believe that we have a great foundation to build on and we need to keep evolving, adapt to change faster, and become more responsive to the needs of our customers.

I look forward to continuing to work closely with the Department as it works to fulfil these roles for New Zealand's Government and citizens.

Statement of Responsibility

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

A handwritten signature in black ink, appearing to read 'Peter Dunne', followed by a horizontal line.

Hon Peter Dunne
Minister of Internal Affairs
August 2017

Overview from the Chief Executive

Nau mai, haere mai! Koinei te Tauākī Welcome to the Statement of Intent for
whakamaunga atu nā te Tari Taiwhenua. the Department of Internal Affairs.

The Department is home to a diverse range of core government services which is reflected in our purpose statement: to serve and connect people, communities and government to build a safe, prosperous and respected nation.

Our medium term challenge

The medium term challenge for the Department is its ever increasing and evolving complex environment. The way people interact with government is changing rapidly, as are expectations of service delivery, which is placing increasing demands on the Department.

Our reputation for continued effective service delivery must be maintained while at the same time we must respond to our increasingly important system leadership role. Our functional leadership role is centrally led and collaboratively delivered by agencies.

We continue to incorporate lessons learned from our State Sector leadership role in information and communications technology, Result 10, and privacy and security, and this will inform our future direction. We are also stepping up in our cross-sector role between central and local government.

Where we want to be in 2020/21

Our focus, over the next four years, is to keep working hard to make New Zealand better by: focusing on customer-centricity to make it easy for New Zealanders to deal with government; ensuring greater social cohesion in New Zealand; unlocking social, cultural, and economic value through improved information management, use and access; optimising the Department's operation to ensure our success; and helping the public service operate as a system.

We are on a journey of change. We are thinking in fundamentally different ways about how we operate. We will drive change through a handful of strategic initiatives in our Focus Areas which will enable us to lead by example, and at a pace that supports the Department to be financially sustainable. The fulfilment of our leadership role hinges on our reputation. This means investing in our internal capability and systems to ensure we are strong.

Conclusion

This Statement of Intent outlines the results we expect over the next four years. I believe we are heading in the right direction, and that the Department is well placed to deliver.

Mā ngā hua, kā mohio ana te rākau: our reputation will be based on what we achieve.

Statement of Responsibility

In signing this statement, I acknowledge that I am responsible for the information on strategic intentions contained in the Statement of Intent for the Department of Internal Affairs. This information has been prepared in accordance with Sections 38 and 40 of the Public Finance Act 1989.



Colin MacDonald
Chief Executive
August 2017

Nature and Scope of Functions

Our Purpose

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

Tō tātou Whaingā

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

Our vision

Our vision is to support a strong sense of identity and pride in community and nation; better access to the services of government; and safe and supportive communities that gain strengths from their diversity. The Department works with New Zealanders every day to make it a place where we all want to be.

Every New Zealander has the opportunity to show their connection to Aotearoa through national identity documents, such as passports and citizenship. It also means that we record the marriages, births, and deaths of our people. We also preserve and make accessible heritage items so that there is a record of what has been. This helps us to keep our unique history alive to ensure that we pass our culture, traditions and way of living to future generations. It allows us to celebrate what we have achieved, and to honour those now departed.

We want our services to work, and ensure that people can use these on their terms – how, when and where it suits them. We look after information that is important to New Zealanders so they know it is safe and they can access it when they need to. We want people to be able to confidently connect with government in a digital world.

Our Ministerial portfolios

We are responsible to six Ministers, administering six portfolios within the single Vote Internal Affairs. The Minister of Internal Affairs is the Vote Minister and the Responsible Minister overseeing the Government's ownership interests in the Department. Portfolios and Responsible Ministers are:

Internal Affairs	Hon Peter Dunne
Ministerial Services	Rt Hon Bill English
Racing	Hon David Bennett
Ethnic Communities	Hon Judith Collins
Local Government	Hon Anne Tolley
Community and Voluntary Sector	Hon Alfred Ngāro

Our roles and functions

The Department operates under a single Vote of approximately \$400 million (operating expenditure) to support activities under the six portfolios.

The Department has a broad range of responsibilities and functions that span ICT investment, information management, working with communities, ensuring effective regulatory frameworks are in place, and delivering a range of services to support and foster New Zealand's cultural identity.

Specific actions that we are responsible for include:

- Managing and protecting the integrity of national identity information, including life events such as births, deaths, marriages, citizenship and passports.
- Regulating activities in a number of sectors including: gambling, censorship, government record-keeping, charities, unsolicited electronic messages, anti-money laundering and private security personnel and private investigators.
- Providing policy advice to government on local government, ethnic communities, the community and voluntary sector, the Fire Service, and identity, technology, information management, gambling and racing.
- Building, preserving and making accessible New Zealand's information, documentary heritage and public record.
- Providing information, resources and advice to communities.
- Administering grant funding schemes and promoting trust and confidence in the charitable sector.
- Supporting the effective operation of government and the Executive.
- Coordinating and managing official guests of government visits to New Zealand.
- Supporting public and government inquiries.
- Administering a range of statutory functions for the Minister of Local Government, including for Lake Taupō and offshore islands.
- Monitoring the performance of two Crown entities (the New Zealand Fire Services Commission and the Office of Film and Literature Classification) and managing the appointment process for members of a range of trusts, committees and boards.

In recent years, the nature and role of the Internal Affairs portfolio has grown significantly. As the Better Public Services (BPS) Result 10 lead, home of the Government Chief Information Officer (GCIO) and the Government Chief Privacy Officer (GCPO), and leading the digital transformation component of the Better Public Services 2 programme we have become a part of the centre of government, and work alongside the Treasury, the Department of the Prime Minister and Cabinet, the State Services Commission (and Ministry of Business, Innovation and Employment (MBIE) as functional leads in property and procurement) to influence and lead the State Sector across a number of important issues. In this respect, we support our State Sector colleagues to transform their services through better investment in information and communication technologies (ICT) and to maintain the privacy and security of New Zealanders' information.

The broad scope of our services, which are all important in their own right, puts us in the privileged position of having an extensive customer base, both across the State Sector and with the New Zealand public. Department-wide, our efforts are focused on leading efforts to make it easy for New Zealanders to deal with government; supporting building stronger communities in New Zealand; and unlocking the social, cultural, and economic value of information. We are therefore uniquely placed to work across agencies to improve the way New Zealanders interact with public services, in line with government priorities.

With respect to our more recent roles, we are tasked with driving future ICT investment from the perspective of better overall public services and leadership of the public sector's investment in ICT systems and digital platforms.

PART TWO: Strategic Intentions

Our strategic challenge

How we support Government's priorities

As part of the New Zealand public sector, the Department contributes towards Government's outcomes and goals. This means that we focus our efforts to support the Government to achieve its priorities for the short, medium, and long term. In this respect, the Government's fiscal, economic, and social objectives shape the focus of the work that the Department does.

The fiscal challenge for New Zealand

The 2017 Fiscal Strategy Report outlined the Government's continued priority to return to surplus and reduce debt. New Zealand's economy continues to grow steadily in real terms (including rising wages and higher levels of employment). Nominal growth in GDP is expected to be higher than previously forecasted, due to high levels of construction activity and exports (particularly tourism), a growing population and low interest rates, driving our nominal economy to be \$23.9 billion higher over the next five years, translating to higher tax revenue and operating balance for the Government. The Government's response to the 2016 Kaikōura earthquakes which extensively impacted New Zealand will require financial priority over the medium-term.

The Government will continue to manage a tight ship, reining in expenses by improving public sector productivity and focusing on results and getting on top of the longer-term driver of government spending.

Government's 'call for action'

The Government's focus remains on continuing to build a faster-growing economy with more jobs and rising incomes, and to support New Zealand families in need. The Government has set four key priorities to deliver a stronger and more prosperous New Zealand:

Responsibly managing the Government's finances:

The Government will maintain its operating allowance at \$1.8 billion per annum for Budget 2017 and the subsequent three Budgets. The capital allowance increased to \$4 billion in Budget 2017 and will be between \$2 and 2.5 billion in future Budgets to provide for high quality infrastructure and investment projects.

The Government will also rigorously test and review the performance of capital expenditure to effectively and efficiently manage its assets, including making better use of existing capital spend.

The Government remains committed to its balance sheet strategy, which includes requiring government agencies to provide better analysis and planning for capital use and spending, improve capital investment decisions, develop meaningful asset performance measures, and increase transparency in the use of Crown assets to deliver outcomes.

Building a more productive and competitive economy:

Through the Business Growth Agenda the Government is focused on building a more productive, confident and competitive economy that will deliver higher incomes and higher living standards for New Zealanders.

Lifting productivity and competitiveness is critical to creating business opportunities, more jobs and higher wages, and ultimately the higher living standards to which New Zealanders aspire.

Delivering Better Public Services:

The Government is committed to achieving better results and better value for money from the public services it provides to New Zealanders. The Government's approach to public sector reform has focused on improving the drivers of long-term performance.

Over the longer-term, what is good for communities through better services is also good for the Government's books through more effective spending. The focus of the Government has been on bolstering frontline public services, getting more efficiency in back-office functions and focussing government agencies squarely on getting better results for New Zealanders. The key to doing more with less lies in productivity, innovation and increased agility to provide services.

Agencies will need to develop a stronger customer focus, with services designed around the customers' and users' needs rather than agency boundaries. To achieve this, agencies will need to develop new business models, work more closely with others and harness new technologies in order to meet emerging challenges.

Rebuilding Christchurch and responding to the Kaikōura earthquakes:

The Government remains committed to rebuilding Christchurch and supporting the recovery from the 2016 Kaikōura earthquakes. It is making significant contribution to Christchurch's rebuild of around \$17.5 billion in total. Significant rebuild is underway, and will continue in future years. The Government expects to invest \$1 billion to support recovery from the recent Kaikōura earthquakes.

What these challenges mean for the Department

These challenges influence the Department's activities around how we operate and manage delivery of services to the public; and undertake our system level roles as the GCIO, Better Public Service Result 10 lead, and GCPO.

Responsibly managing the Government's finances:

We face a dual challenge to responsibly manage the Government's finances:

The public sector is increasingly experiencing high operating costs in the face of baseline constraints and in most cases is carrying a legacy of under-investment in assets (in particular across ICT system assets). In the main, this has historically been due to lack of coordinated leadership.

Like governments in many developed countries, New Zealand has been striving to gain the greatest efficiencies it can from the use of technology to deliver better and more user-friendly services to the community. For some time the GCIO has been seen to have a key role in achieving these changes.

Our 2012 Performance Improvement Framework review (PIF) noted Cabinet's mandated authority for the newly introduced GCIO to set strategic direction, policy and standards for government ICT. The GCIO is expected to review all material ICT plans and ensure a strong 'disruptive challenge' occurs for proposed projects in order to optimise the ICT investment across the Crown portfolio. It is expected that innovative ICT solutions for how New Zealand approaches delivery challenges across government

will be found. It will be critical that solutions are not just about ICT, but that there is a strong focus on how services can be transformed to be more efficient and effective and then to determine how ICT may assist. The GCIO is also required to implement new ICT operating models across government that lead to structural changes to agency ICT environments and ICT capability and skill across the State Sector. These changes are clearly to be developed on an All-of-Government, not an agency by agency, basis. To be successful, the GCIO will need to lead through a combination of influence and mandates.

The GCIO would be considered to be successful if demonstrable shift occurs through a move from a business-as-usual, service-by-service, ICT spend to a new focus on spending at the agency, sector and systems level. Savings of \$100 million per annum of overall government spending have been achieved in 2017 and this level of savings will be maintained in subsequent years.

The 2012 PIF also noted that establishing appropriate charging mechanisms and 'decision rights' frameworks for All-of-Government work would need to be determined to confirm how ongoing costs for running, maintaining and enhancing All-of-Government systems will be managed. An unsustainable financial burden would otherwise fall on the Department.

Secondly, in optimising the management of the Department, our 2012 PIF identified that "for the Department to be successful, we will need to think about how we work in a fundamentally different way. Historically, we have operated as a number of separate business units where each area could operate pretty much in isolation from other parts of the Department which has likely resulted in lower efficiencies and effectiveness across services".

The Government's focus on effectively and efficiently managing its assets, including existing capital spend, has implications for how the Department will manage investment over the medium-to-long term.

Building a more productive and competitive economy:

Two aspects will be of particular importance for the Department to support building a more productive and competitive economy: supporting building stronger communities, and supporting the well-being of New Zealanders; and increasing the access and availability of quality information for use and reuse in a bid to improve literacy levels, and support business growth and employment.

Changes in New Zealand demographics, immigration patterns, and overseas political trends suggest that social cohesion can come under pressure, and current levels of social cohesion should not be taken for granted. The Department's focus on building stronger communities will help enable New Zealanders to cooperate with each other in order to thrive and prosper. In doing so, we will also need to identify our role and connection to other players working within communities. Our 2012 PIF noted that "in New Zealand there is significant funding provided to community organisations by the private sector, as well as not-for-profit organisations, notably philanthropic trusts. It was not clear to us that DIA has a good awareness of the extent and objectives of these funding streams and how to align its support and funding of communities with these other organisations. DIA should be providing All-of-Government leadership to this area to maximise the potential to empower communities and people to participate in society and the economy as is required by this government priority. To do so DIA needs to enhance its awareness of, and have some influence over, how the whole of this sector operates".

The Government wants New Zealanders to have easy access to the country's most used records and to be able to make transactions online. Further pressures are emerging as ultrafast broadband is rolled out to schools, who will want content delivered online. The Department will need to ensure that government, heritage, and civic information is increasingly accessible, available, and of more value for communities, and government. Our 2012 PIF noted that there will be opportunities and synergies in the areas of knowledge and information management. National Library and Archives New Zealand leadership of library and records management practices can enable new State Services standards for digital information management to be established and, at the same time, supported by the promotion of best practice in ICT across a range of areas of government.

The National Library strategy to 2030 will target efforts towards collaborating and partnering with others to preserve our heritage and taonga, share and increase access to knowledge, and support improvement in literacy and reading. Creation of digital collections will be a critical component for investment.

Archives New Zealand has developed a long-term strategy (Archives 2057) to address the challenge presented by a changing recordkeeping environment that has not kept pace with the born digital era. Archives 2057 considers the most effective regulatory strategies into the future to ensure there is trust and confidence in the recordkeeping of public offices. It will also examine opportunities for greater use and reuse of the record of government considering demographic changes and greater demand for online services. The Government Chief Privacy Officer will need to ensure the appropriate management of information – in particular, putting privacy and security at the forefront for how the public sector stores and shares information.

Delivering Better Public Services:

BPS

The Government set a number of ambitious goals as part of its Better Public Services (BPS) programme including that 70 per cent of New Zealanders' most common transactions with government will be completed in a digital environment. The Department is the leader of this work, referred to as Result 10 under the BPS programme. We are well on our way to achieving this by the end of 2017. The next step is to have the target of 80 per cent of the most common transactions being completed online by 2021.

While many government departments have for some time been investing in initiatives to encourage the uptake of digital transactions, the current penetration is around 58 per cent of high-value government transactions. Ongoing focus to maintain Public Sector uptake for service offerings will be required to achieve the desired goal.

Our 2012 PIF noted that "Many countries have invested in similar initiatives. However, experience has been that an uptake of electronic interactions has not resulted in an equal decrease in paper transactions. Some countries have in more recent times mandated electronic interactions with government through legislation and have 'switched off' historical paper options. This has proven to be successful". The Department anticipates bringing on new digital channels and slowly transitioning on reducing other channels where viable, over the next decade.

Early work to make it easier for citizens to take up online services through 'RealMe' draws on the identity verification service to provide individuals with the ability to easily and securely verify their identity via the internet with a high level of confidence. This was an important development and its success was identified as a critical prerequisite for the further uptake of digital services. In 2015, a review of RealMe was commissioned by the Minister of Finance to determine its ongoing viability and examine options for future investment, including collaboration with the private sector.

Better Public Services 2 (BPS2)

The State Services Commission (SSC) has established additional work streams to drive improvement in how the public sector operates together. These include: state sector architecture, big data and analytics, digital service transformation, and our people.

This work will give pace and focus to improvements in digital services, shared data and analytics, leadership development and diversity, trust and confidence in the public service, and how the system can better organise itself to meet citizens' needs. The Department is now leading the work stream around digital service transformation.

SSC's goal is to create a coherent system of public service, acting as one and delivering better public services within tight financial constraints and achieving results that make a difference to New Zealand and New Zealanders.

The vision for digital government, developed with senior leaders across government, is:

- creating the right conditions for people, businesses and the nation to prosper;
- government seamlessly connecting people, information and services; and
- enabling a self-empowered and resilient New Zealand.

To achieve this the Department will need to help lead changes to move the public sector towards an ecosystem of services that enable agencies and third parties to share information and easily access reusable components, such as data, technology and centrally-led standards and policy, to deliver value-add services to customers, where and how they want them.

Supporting the rebuild of Christchurch and responding to the Kaikōura earthquakes:

There has been a significant government response to the Christchurch earthquakes. The Department holds a strong presence in Christchurch. The Department is part of the Christchurch Integrated Government Accommodation project to return public servants to the central city. Archives has commenced rebuilding at a new site in Wigram. The Department led work between local and central government to respond to the Kaikōura earthquake.

Our response to these challenges

In 2015, the Department introduced four Focus Areas which address these challenges:

DEPARTMENT'S FOCUS AREA	DESCRIPTION OF FOCUS AREA	GOVERNMENT PRIORITY
Transforming service delivery	Leading public sector efforts to make it easy for New Zealanders to deal with government	<ul style="list-style-type: none"> • Responsibly managing the Government's finances • Better Public Services
Stronger, more resilient communities	Ensuring greater social cohesion in New Zealand as a result of a future-focused across-sector approach to working with communities	<ul style="list-style-type: none"> • Building a more productive and competitive economy • Rebuild of Christchurch and responding to the Kaikōura earthquakes
Trusted information	Unlocking social, cultural and economic value through driving improved information management, use and access	
A fit-for-purpose Department	Ensuring that the Department is set up for success	<ul style="list-style-type: none"> • Responsibly managing the Government's finances • Rebuild of Christchurch and responding to the Kaikōura earthquakes

These Focus Areas remain the driver for activity across the Department and are described in more detail in the next section.

Our priorities over the medium term

How we will address our strategic challenges

The Department has four Focus Areas that frame our goals and drive the effort and management of the Department. The areas are:

- Transforming service delivery;
- Stronger, more resilient communities;
- Trusted information; and
- A fit-for-purpose Department.

These strategic Focus Areas ensure that the Department is transforming the way that we think about, and deliver services to, New Zealanders – individuals, whānau, communities, businesses and organisations. They are a combination of delivering our All-of-Government leadership roles, the Department itself leading by example, working alongside and influencing others, and ensuring it is set up for success.



**Fit for Purpose Focus Area together with Te Aka Taiwhenua, our Māori strategic framework and Te Ara Vaka, our Pacific Strategy*

Through each of our Focus Areas we are providing or designing services where the benefits ultimately accrue to the community and the nation, even where the initial interaction is at an individual or family level.

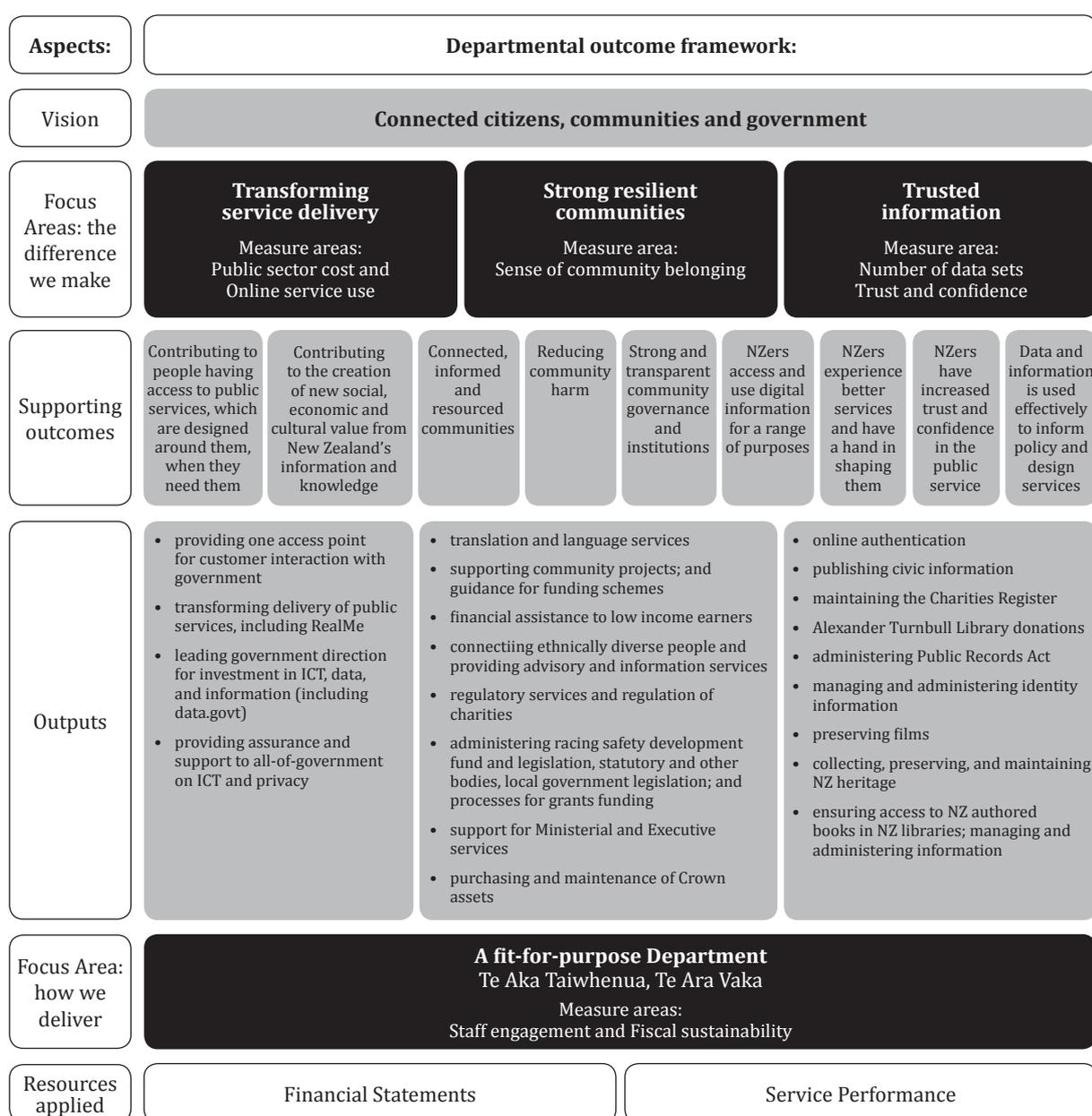
Information on what we aim to achieve across each Focus Area, including how we will measure our success in doing so, is outlined in the next section. Focus Area four, a fit-for-purpose Department, is discussed in Part Four of this document.

How we will measure our success

The Department will measure short, medium, and long term performance through our Focus Areas, and accompanying high level measures. A suite of supporting impact measures will allow the Department to report on year-on-year change across the medium term. Immediate actions (i.e. outputs) will be reported through the Estimates of Appropriations measures each year.

The Department has recently reviewed and updated its outcomes, as set out in the diagram below, to incorporate its four Focus Areas. Over the next 12 months, the Department will progressively consider the relevance and robustness of its existing performance measures. Particular emphasis will be placed on ensuring that efficiency, effectiveness, and value for money analysis can be reported in future years.

Figure 1: Outcomes Framework



What we seek to achieve and why

TRANSFORMING SERVICE DELIVERY

Why is this important?

New Zealanders should be able to have a seamless experience with government services – interacting with government anywhere, any time in a manner they choose, confident that they can trust government with their information.

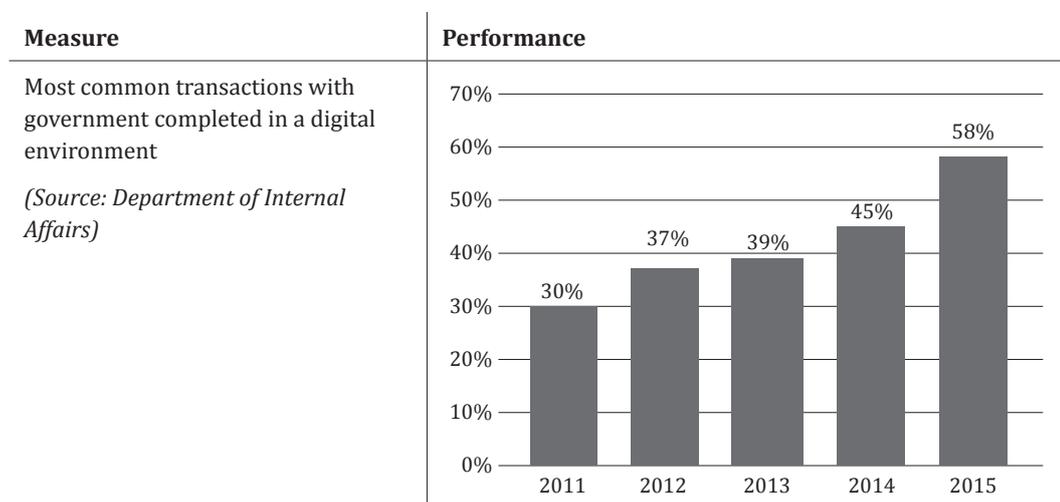
Public services need to be designed and built to meet the needs of people, rather than agencies, and it is important that these services have the potential to improve the quality of life for all New Zealanders. Like governments in many developed countries, New Zealand has been striving to make the best investment it can from the use of technology to deliver better and more user-friendly services to the community. For some time the GCIO has been seen to have a key role in achieving these changes.

It is important that New Zealanders have confidence in government agencies to ensure personal information is kept safe. There is also scope to provide New Zealanders with control and visibility of their information and how it is used. The GCPO is responsible for providing leadership, giving people and the government assurance that privacy is well managed. We adopt, lead and champion government standards related to privacy and security.

Shifting government's approach to digital service delivery towards a holistic, customer-centred approach, driven at the All-of-Government level will be necessary to transform service delivery. Expanding service channels has begun, but there is still more to do. In 2016, around 58 per cent of common public sector transactions were completed online. The Department will progress this change by leveraging internal service delivery expertise with its functional leadership of ICT, and leadership of BPS Result 10, to work with other agencies on digital service delivery.

How will we know we've made a difference?

We have a target that by 2017, 70 per cent of New Zealanders' most common transactions with government are completed in a digital environment. This is on-track to be met by December 2017. In subsequent years the target will be that by 2021, 80 per cent of transactions for the twenty most common public services will be completed digitally.



Where are we now and what do we want to achieve?

Over the medium term the Department will drive change in results through actions that aim to create 'integrated citizen-centric services' and introduce 'a coherent ICT ecosystem supporting radically transformed Public Services'. These are described in more detail below.

Integrated citizen-centric services

Modernisation of the public service to deliver citizen-centric services requires agencies to manage and protect the information they hold and to invest in the right technology at the right time. ICT is a key enabler of better, more integrated online government services.

Over the next four years, the Department will work through our Better Public Services leadership role to support the delivery of the Government's Result 10 goals. We will drive greater collective impact across agencies by using information and technology in smarter ways. We will play a crucial role in the transformation of how government services are delivered to people, leading an approach to service design that is customer-centric – built to the needs of people rather than agencies.

We will work alongside our State Sector colleagues to provide one access point for customer interaction with government; lead government direction for transforming service delivery of public services; and ensure one source of the truth for identity information across government.

Our priority will be to reduce the effort for New Zealanders to access government services; and to increase public sector productivity. More detail on the change we are driving is included on page 27.

A coherent ICT ecosystem supporting radically transformed Public Services

Over the next four years, we will work alongside the broader State Sector to exploit emerging technologies, unlock the value of information, leverage agency transformations, and partner with the private sector.

In doing so, we will ensure that the adoption of information and technology innovations is accelerated and value is being created; information-driven insights are reshaping service and policies and adding public and private value; investment in innovative digital services is being prioritised and benefits are being realised; and that complex problems are being solved with innovative solutions.

We will continue to work with our State Sector colleagues to deliver on the revised ICT strategy which aims to take advantage of 'game changing' trends such the developing ICT marketplace and cloud services, unlocking the value of government-held information, major agency transformation programmes, and greater partnership with the private sector. We will work together to deliver the newly endorsed integrated programme of work¹ which was developed collaboratively by the GCIO's Partnership Framework and senior leaders across government.

As a result, we will target medium-term effort towards: transforming service delivery through more customer-centric digital services, across agency boundaries; establishing a digital strategy for system identity management across government; increasing the acceleration and adoption of cloud services across government; improving capability around future thinking on data and analytics leadership; and enhancing benefits management capability across government. Our ability to transform and maximise opportunities requires a level of risk maturity capability and awareness that needs to be built across government. This will remain a barrier until investment support for our cross agency all-of-government risk programme can be identified.

Our priority will be to drive a more efficient public sector. More detail on the change we are driving is included on page 28.

¹ See <https://www.ict.govt.nz/strategy-and-action-plan/government-ict-strategy-implementation/>

How will we measure our success?

We will track our short-term results through our suite of supporting impact measures. These will help to indicate whether we are heading in the right direction to achieve our lead measure over the longer term:

Integrated citizen-centric services with digitally enabled identity

MEASURE	SOURCE	TREND INFORMATION ²					DESIRED CHANGE
Improving the accessibility of online government services							
People who have used the internet to get information on government or council services	World Internet Project ³	2009: 60%	2011: 57%	2013: 59%	2015: 57%	2016:	Increase
People who have used the internet to use government or council services that are delivered online		n/a	2011: 48%	2013: 59%	2015: 52%	2016:	Increase
Increasing satisfaction with government online services							
People's satisfaction with the internet as the most recent contact channel with government ⁴	Kiwis Count survey (State Services Commission)	2009: 81%	2012: 81%	2014: 82%	2015: 77%	2016: 86%	Increase
People's satisfaction with carrying out transactions with government online ⁵		2009: 64%	2012: 68%	2014: 77%	2015: 81%	2016: 78%	Increase

A coherent ICT ecosystem supporting radically transformed public services

MEASURE	SOURCE	TREND INFORMATION ⁶					DESIRED CHANGE
		2011/12	2012/13	2013/14	2014/15	2015/16	
Increasing access to information through uptake of common capabilities							
Percentage increase in services available through RealMe each year	Department of Internal Affairs	n/a	n/a	30%	24%	23% ⁷	Increase
Increasing the capability of public libraries to deliver digital and physical services to their communities							
Uptake of partner libraries for the Kōtuiti shared library management system	Department of Internal Affairs	8	17	19	28	34	Increase

2 Trend information is assessed over the term of information provided, 2009–2016.

3 2016 results are published on: <http://www.aut.ac.nz/research/research-institutes/icdc/projects/world-internet-project>.

4 Because of a change in the way the Kiwis Count survey is analysed, from 2013 this measure is an average of customer satisfaction and ease of access for online transactions.

5 Because of a change in the Kiwis Count survey questions, from 2013 this is a measure of ease in completing online transactions.

6 Trend information in this table, and in all medium-term tables following, is assessed over the period 2011/12–2015/16.

7 In 2015/16, 68 services increased to 84, or 23%.

STRONG RESILIENT COMMUNITIES

Why is this important?

New Zealand's diversity is increasing – Auckland is the second most diverse city in the world. A sense of belonging to a community is especially vital in this context. In 2016, close to 58 per cent of people surveyed indicated that they felt a sense of belonging to their community. This suggests that a solid platform is already in place to support communities, but that there is still more that can be done.

Communities are stronger and more resilient when they are connected and people have a sense of belonging. The Department's focus on ensuring social cohesion will support New Zealanders to cooperate, and connect more with each other in order to survive and prosper.

Achieving this requires communities to be: informed and resourced; supported by strong and transparent local governance; and working together to minimise harm within the community. In doing so, we will also need to identify our role and links to other players working within communities.

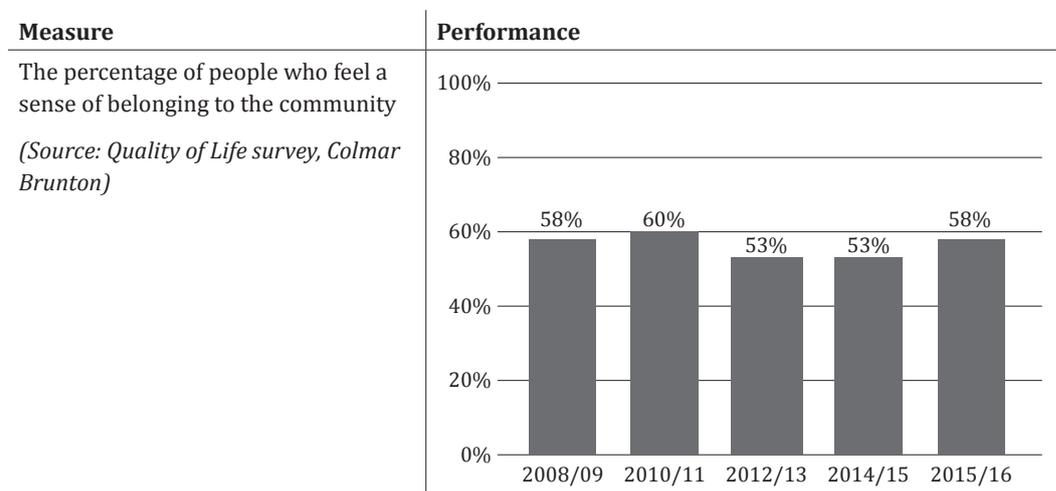
Our work with communities has broad coverage from helping local government to be more efficient, effective and responsive to communities and ratepayers, to overseeing funding systems that distribute over \$600 million per annum of community-related funding. The Department delivers a range of services aimed at enabling communities to participate with confidence in, and contribute to, society and the economy. We work in partnership with other public sector agencies, local authorities and community organisations to achieve good outcomes for communities.

Our internal resources and the funding we administer, regulate or influence will be targeted to activities that enable social cohesion. We will have a comprehensive understanding of our intervention logic, the levers we have to utilise, the impact of our work on facilitating social cohesion, and our role in relation to other agencies' roles.

As a result, New Zealand's more diverse community will enjoy greater prosperity through our increasingly buoyant, and growing, local economy. In the medium term, the Department's work with others will have supported communities to be enabled and empowered, to be safe and resilient, and to have trust in institutions, and close to 60 per cent of people will indicate a sense of belonging within communities.

How will we know we've made a difference?

We will measure our success in supporting communities to be 'strong and more resilient' through the percentage of people who feel a sense of belonging to the community.



Where are we now and what do we want to achieve?

Over the medium term the Department will drive change in results through actions that aim to create 'connected, informed and resourced communities', 'reduce community harm', and support 'strong and transparent community governance and institutions'. These are described overleaf, and more detail on the change we are driving is included on page 29.

Connected, informed and resourced communities

Our work with local government will ensure the sector can work more effectively with central government to better serve New Zealanders. This includes improving the performance of the local government system, thereby enhancing local authorities' contributions to economic growth and the delivery of public services. By doing so, this increases the opportunity for people to participate within their community.

We focus on the strategic capability of the local government system to meet the current and future needs of communities. We have established a new Deputy Chief Executive role to lead increased focus on relationships between local and central government. The emphasis will be on improving the conduit and connections so that communities are better supported by government as a whole. Our Community and Voluntary Sector work also encourages participation in the community, at the local and national level.

We are focused on the regulatory framework within which local government operates, and the ways in which local and central government interact and harmonise their objectives to ensure that the regulatory system is not only effective and efficient but also capable of adapting to emerging and future challenges and opportunities.

We also have a role in enabling a more open government so that communities can be better connected with government. Working with the State Services Commission on the Open Government Programme, we have a role in promoting and enabling open data and we are currently investigating how to provide better online engagement services to connect government with its communities.

We do further work to connect people in communities for whom English is a second language through Language Line, a professional service providing interpretation services.

Reducing community harm

Communities can only become strong and resilient when they operate in a safe environment. The Department is focusing on minimising harm and maximising benefits for the New Zealand public by being more purposeful and deliberate in its multi-sectoral regulatory work. We will focus efforts towards improving the regulatory framework within which local government operates, and the ways in which local and central government and their objectives interact to ensure that these are not only effective and efficient but also capable of adapting to emerging and future challenges and opportunities. Our work ensures that there are effective regulatory frameworks in place to support the achievement of positive outcomes for communities.

We aim to make it easy for people to comply with the law; help people who are trying to comply; and enforce the law when people refuse to comply. This focus protects communities from the harms from gambling, electronic messaging (spam), and the possession and distribution of child sexual abuse material. Since 2012, we have increased the coverage of the Digital Child Exploitation Filtering System that is run by the Department across internet service providers (ISPs) of New Zealand internet users by almost 10% (2012: 85%, 2016: 92%).

Our efforts of the duration of this plan will be to continue to remove the barriers to fully sustained compliance using a range of regulatory tools, from guidance to regular inspections and monitoring, and where appropriate through to prosecution and/or imposing penalties. Our choice of tools is influenced by considering how we can best minimise harm and maximise benefits in communities.

Strong and transparent community governance and institutions

We help to support strong and transparent government and institutions by providing high quality policy advice and delivering effective regulatory frameworks. For example, the Department led the policy work for an integrated fire service. The Chief Archivist has a regulatory role to ensure, under the Public Records Act 2005, that full and accurate central and local government records are created, maintained, and made accessible.

We also support Ministerial and Executive services for central government, and purchase and maintain Crown assets.

How will we measure our success?

We will measure success in driving change in two ways: firstly, through the level of social cohesion in New Zealand; and then through how well the Department facilitates social cohesion, in respect of the efficiency and effectiveness of what we do.

We will track our short-term results through our suite of supporting impact measures. These will help to indicate whether we are heading in the right direction to achieve our lead measure over the medium-term horizon:

Connected, informed and resourced communities

MEASURE	SOURCE	TREND INFORMATION					DESIRED CHANGE
		2011/12	2012/13	2013/14	2014/15	2015/16	
Increasing the number of people supporting local communities through volunteering and giving							
The percentage of people participating in unpaid community work	General Social Survey (Statistics NZ)	n/a	30.6%	39.7% ⁸	n/a	n/a	Maintain
Improving the responsiveness of public agencies to the needs of diverse communities							
The number of interpreting calls provided by Language Line per annum	Department of Internal Affairs	38,837	49,038	54,822	55,150	55,371	Increase

⁸ The General Social Survey no longer collects information on people participating in unpaid community work. However the New Zealand Census 2013 records information on people participating in voluntary work. From 2013 the Department will report the New Zealand Census information for this measure. Please note the two datasets are not comparable.

Reducing community harm

MEASURE	SOURCE	TREND INFORMATION					DESIRED CHANGE
		2011/12	2012/13	2013/14	2014/15	2015/16	
Reducing harm from gambling							
Percentage of societies operating in public bars and clubs (C4 gambling sector) that have venues failing inspection ⁹	Department of Internal Affairs	n/a	n/a	74%	76%	57%	Decrease
Providing safe and secure online environments							
Coverage of the Digital Child Exploitation Filtering System run by DIA Censorship for ISPs of NZ internet users	Department of Internal Affairs	n/a	85%	92%	92%	92% ¹⁰	Maintain
Increasing awareness of obligations under the AML/CFT legislation							
Increasing sector awareness (5 point Likert scale)*	Department of Internal Affairs	n/a	n/a	3.87	4.00	4.07	Increase

Strong and transparent community governance and institutions

MEASURE	SOURCE	TREND INFORMATION					DESIRED CHANGE
		2011/12	2012/13	2013/14	2014/15	2015/16	
Quality of policy advice Public sector Ranking	NZIER survey	7.1 (adequate)	7.6 (respectable)	7.5 (respectable)	7.25 (adequate)	7.3 (adequate)	Maintain

⁹ 2013/14 was the baseline year for both these outcome measures. This outcome measure is likely to be revised for 2017/18 as part of the Performance Review work underway.

¹⁰ This measure estimates the proportion of ISP customers that are covered by the filter in New Zealand based on information from providers and others, such as the Commerce Commission. As the major ISP providers are signed up to the filter, substantial change is not now anticipated. The Department will be looking to maintain current levels in future years.

TRUSTED INFORMATION

Why is this important?

Information is an asset and a powerful tool in connecting businesses, communities and individuals. Better knowledge networks enable improved use of information for research, enhance knowledge creation and drive innovation in the economy.

The Government wants New Zealanders to have easy access to the country’s most used records and to be able to make transactions online. Further pressures are emerging as ultrafast broadband is rolled out to schools, who will want content delivered online. The Department will need to ensure that government, heritage, and civic information is increasingly accessible, available, and of more value for communities, and government.

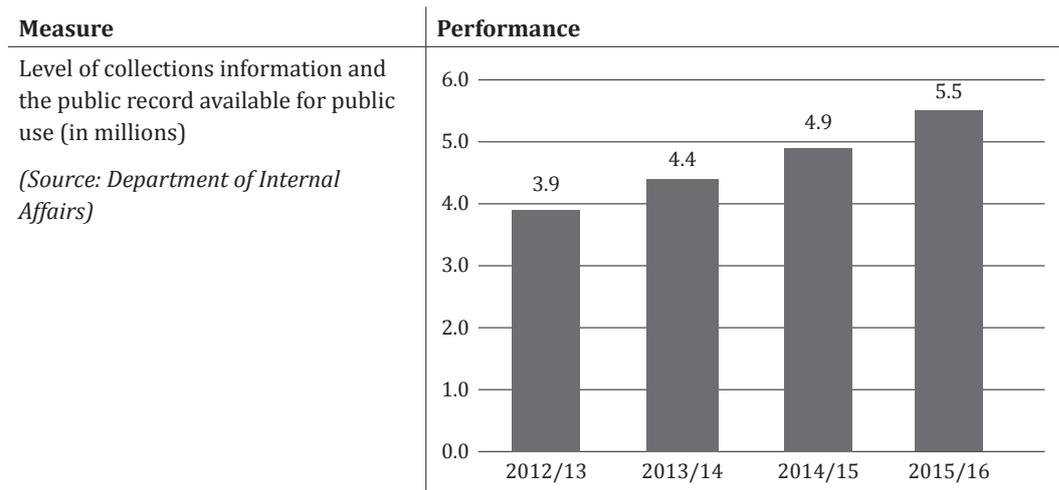
Providing open data, particularly New Zealand’s cultural and heritage information, protects and increases the visibility of New Zealand’s national identity – now and for the future. The State Sector collects and generates vast quantities of data and information on behalf of the New Zealand public. In 2016, 91 per cent of customers surveyed indicated that had high trust and confidence in the Department.

The Government has made clear its expectations that the State Sector will increasingly connect with citizens through digital channels. For this to be successful, New Zealanders will need to be comfortable with these channels, and choose to use them. They will also need to feel confident that their personal information will remain secure through these new channels. In 2016, the number of dataset listing pages available on data.govt.nz increased to 4,355 (1,815 pages were available in 2012).

The Department’s work will support New Zealanders and businesses to use and reuse information to create social, cultural, and economic value.

How will we know we’ve made a difference?

We will measure the increase in level of collections information and the public record available for public use.¹¹



¹¹ This is an interim measure, and represents a summation of Access to heritage information supporting outcome measures for *Increasing access to collections of information and the public record*.

Where are we now and what do we want to achieve?

Over the medium term the Department will drive change in results through actions that aim to improve 'public trust and confidence in how government manages, uses, and shares information' and that 'information is widely available and accessed to create insights and drive innovation'. These are described overleaf, and more detail on the change we are driving is included on page 30.

Public trust and confidence in how government manages, uses, and shares information

New Zealanders rely on government information for a huge range of activities, including to start new businesses, access health care, undertake research, and to learn about their ancestors. In turn, when accessing public services, New Zealanders provide the government with accurate information. This allows the government to provide services and functions that it is empowered by New Zealanders to undertake.

We play a key role in managing New Zealanders' information. We focus on maintaining and growing the trust they have in information held by government agencies. Building New Zealanders' trust is fundamental to improving public services and securing better outcomes in our communities. For example, we are leading State Sector work to lift privacy and security practice. We work closely with security agencies to ensure advice on information, privacy, and security is cohesive and coordinated.

Over the medium-term, our system related roles will support Government to improve the maturity of public sector privacy; increase the level of access to collections and holdings, in terms of the level of digital collections available online; the availability of web platforms, in relation to data sets and unique visitors to data.govt.nz and govt.nz; and ensure appropriate all-of-government standards are set, through assessment of compliance with standards.

We are trusted with managing important identity information, documents and records to provide key services to communities, such as passports. We are also a trusted guardian of New Zealand's historical record. We are responsible for a vast collection of records, data, manuscripts, publications, images, and other information about New Zealand. In addition to holding the original Treaty of Waitangi/Te Tiriti o Waitangi documents, we hold a wealth of information in our collections and historical public records relating to Māori heritage, including letters of commitment entered into by the Department as part of recent Treaty settlements.

We ensure that information is managed as an asset. Through the work of the National Library and Archives New Zealand we also act as a trusted guardian for important cultural and identity information and taonga, which we preserve and make accessible. We ensure that people can access their personal information securely and reliably when they need it.

Taking a strategic approach to managing information assets underpins our efforts to increase trust in government information. Improvements in the State Sector's capability and capacity to consistently and coherently manage the information entrusted to it by New Zealanders will increase public trust.

Information is widely available and accessed to create insights and drive innovation

The State Sector holds a large amount of non-personal information. The Declaration on Open and Transparent Government (2011) directs public and non-public service departments to release high value, non-personal data for reuse. Data and information not only support the functions of government, but businesses and communities can also use it to create value for New Zealand as a whole.

We are working with Land Information New Zealand and Statistics New Zealand to increase the availability of government information so that citizens, communities, and government have safe and appropriate access to data and information held by the public sector.

We are also working with communities and government to gain insights around how we can target and reuse available information to help solve pressing issues. We share customer research from the development of the govt.nz website on the Government Web Tool for wider consumption.

How will we measure our success?

We will track our short-term results through a suite of supporting impact measures. These will help to indicate whether we are heading in the right direction to achieve our lead measure over the medium-term horizon.

Public trust and confidence in how DIA manages, uses and shares information

MEASURE	SOURCE	TREND INFORMATION					DESIRED CHANGE
		2011/12	2012/13	2013/14	2014/15	2015/16	
Trust and confidence in DIA stewardship of personal information							
Level of incident reports relating to the issuance of passport on fraudulent grounds or fraudulent use of a passport ¹²	Department of Internal Affairs	0.01%	0.01%	0.00%	0.00%	0.00%	Maintain
Percentage of DIA services customers who feel personal information is confidential and secure		No survey conducted	90% ¹³	91%	91%	Maintain	
NZ passport is recognised as having high integrity	Henley Visa Restriction Global Index	5th equal	5th equal	5th equal	5th equal ¹⁴	4th equal	Maintain
Level of complaints about the Department of privacy breaches received or notified by the Office of the Privacy Commissioner (OPC)	OPC Annual Report	2	2	2	5	1	Maintain
Increasing use and reuse of information: searching and finding information for creating new knowledge through Digital NZ							
Number of items surfaced for reuse by Digital NZ (excluding Papers Past and Appendices to the Journals of the House of Representatives)	Department of Internal Affairs	n/a	339,918	401,319	856,406	1,010,834	Increase
Increasing the availability of re-usable online datasets held by government							
Dataset listing pages on the open data directory website, data.govt.nz	Department of Internal Affairs	1,815	2,339	2,660	3,405	4,355	Increase
Percentage change in the number of unique data.govt.nz website visitors		31%	8.4%	-4.8% ¹⁵	36.2%	9.8%	Increase
Improving privacy maturity and capability across the State Sector to support smooth and effective information management							
Privacy maturity of the state sector, as measured by agency self-assessments, improves year on year	Department of Internal Affairs	n/a	n/a	n/a	Achieved	Achieved	Increase

12 Results relate to passports issued between 1 January and 31 December, and are calculated based on the number of fraudulent passports detected as a proportion of total passports issued during this period. In 2013/14 and 2014/15 actual results were 0.003% and 0.0014% respectively.

13 In 2013/14 the previous survey was replaced by the DIA Services Customer Experience Survey, which asks customers to rate their trust and confidence in the Department. Results are based on those respondents reporting high trust and confidence.

14 Results for each financial year relate to those published within that financial year.

15 The percentage decrease in 2014 can be attributed to a lack of promotional activities in that year that would ordinarily drive increased traffic. By way of comparison, in 2015 high profile open data activities such as GovHack NZ increased the number of unique visitors. Site improvements and 0.6 FTE technical expertise provided via the Open Data programme can also be contributed to increased release of datasets.

Information is widely available and accessed to create insights and drive innovation

MEASURE	SOURCE	TREND INFORMATION					DESIRED CHANGE
		2011/12	2012/13	2013/14	2014/15	2015/16	
Increasing access to collections of information and the public record							
Institutions describing archival holdings online through the Community Archive	Department of Internal Affairs	373	380	379	381	394	Maintain
Full text databases made accessible through NZ libraries in the EPIC consortium ¹⁶		42	42	102	111	114	Increase
Access to online records for NZ publications		n/a	423,562	441,524	456,996	460,864	Increase
Published content provided through National Library full-text platforms		2,538,351	2,960,523	3,433,050	3,835,759	4,758,980	Increase
Usage of online services (through archway.archives.govt.nz). [New measure for 2017/18]		n/a	n/a	n/a	n/a	n/a	Increase
Increasing the percentage of heritage collections and public records protected and preserved for future generations							
Percentage of the Alexander Turnbull Library collections in the National Library Wellington building that are held in appropriate environments	Department of Internal Affairs	100%	100%	100%	100%	100%	Maintain
The percentage of Archives NZ holdings held in an appropriate environment		73.85%	80.5%	87.97%	85.78%	89.35%	Increase
The number of transfers received by Archives NZ		84	71	74	93	68	Increase
Improved NZ school students' learning and access to documentary heritage							
Usage of the National Library collection items, online packages developed	Department of Internal Affairs	n/a	n/a	18	20	17 ¹⁷	Maintain
Visits to schools online services		172,095	241,030	243,378	257,705	316,489	Increase

16 Results are based on a snapshot taken within the financial year.

17 More packages were competed in 2014/15 due to the World War One Centennial. In subsequent years the number of online packages has remained stable at around 17-18.

PART THREE: Delivering on our strategic intentions

How we will drive change to deliver our goals

Our Operating Model

We will need to change the way that we deliver our services and work with communities to achieve our goals. Our services will need to be assimilated, delivered well and opportunities from working with others leveraged (our approach for working with others is set out in Appendix 1). This will be critical to support our new system-wide role, and more customer-centric ways of engaging with citizens.

Our existing, more traditional paper-based processes will need to evolve to enable online channels of delivery. We are already progressing change and will continue to focus effort on extending new services over the term of this Statement of Intent. For example, we have progressed actions to enable passports to be renewed online for a wider audience, including children; have developed a new online platform for marriage celebrants; and released SmartStart to provide a seamless process at the “birth of a child” life event, enabling new parents to register information for their child with relevant agencies at one time, and released Te Hokina ā Wairua – End of Life Service, which helps New Zealanders find information about what to do after someone has passed away. We will progress other integrated service initiatives over the next four years.

We recognise this work will require different capabilities from our people, level of resources, and more agile systems to be effective. Further information on how we are building our organisational environment, capability, systems and culture that will support more integrated ways of working, and focus on customers’ needs is provided in Part Four.

The Focus Areas collectively touch on activities across the entire business to manage and balance risk, and ensure that the Department’s work is connected (as appropriate). The supporting objectives will help the Department to drive a more agile and flexible programme of work over the medium-term. The level of change across the organisation will require different ways of working, and leveraging efficiencies, processes, and delivery will be critical to our success.

Planned actions over the medium term

The Department will drive change over the medium term in two ways:

- Delivery of existing core services that are agreed and confirmed with Ministers annually.
- Introducing new initiatives that either extend core services or introduce new services to meet citizen, community or government needs.

The planned actions for our Focus Areas are set out below (and in Section Four for our Focus Area ‘a fit-for-purpose department’).

TRANSFORMING SERVICE DELIVERY

The core services that support delivery within this Focus Area includes work underway through the Department's functional lead roles as the Government Chief Information Officer (GCIO), and BPS Result 10 to: develop and roll out RealMe; improve the quality and security of the government online domain; lead the direction of investment in Government ICT; and provide assurance support on ICT and privacy to the Government. We hold many key information assets, including identity records in the form of births, deaths, citizenship and passports; and the government Archives, the Gazette. The Department's Government Information Services are responsible for leading system-wide improvement of government's online and digital capability and for managing the government online domain. Further information on these actions is available in the Estimates of Appropriations.

Over the medium term the Department will drive change in results through the following four objectives:

Objective One: Lead and support joined-up work across the State Sector to deliver integrated, and customer centric services for the public

Developing more integrated and seamless service delivery will support our efforts to make it easy for New Zealanders to deal with government. We expect that this objective will drive change in our success indicator focused on improving ease of access to services.

Key **system** related actions will include continued work to ensure that New Zealanders can choose how they connect to the system: In Budget 2017 funding was received to establish a marketplace that will support private/public engagement around digital identity. The ongoing programme of work will be dependent on subsequent Budget outcomes. BPS targets were refreshed for 2018. Across the system and Department we will continue to lead and support work across the State Sector to deliver integrated services, where it makes sense. We will build off the success of the SmartStart (birth of a child) prototype, and through the next four years facilitate progress around three further integrated services: Te Hokina ā Wairua – End of Life Service, which helps New Zealanders find information about what to do after someone has passed away, Becoming a Victim of Crime, and Enrolling in Tertiary Education. We will also continue to lead and support the delivery of entitlements to customers without them having to apply (i.e. Becoming a Senior: Turning 65).

The **Department** will commence delivery of tranche one of the Transforming the System of Service Delivery (TSSD) Programme in late 2017. This will introduce a new, customer-centric operating model offering new digital channels for identity-related services including real time and self-service options. During tranche one, planning activity will take place around the retirement of legacy systems, and making services available to other agencies in more fit for purpose ways. We will continue to leverage from our newly introduced common capabilities across the next ten years to drive internal efficiencies across the way that we operate. Through to 2018, we will also progress work related to developing consent based information sharing tools; responding to Result 9 recommendations around the use of the New Zealand Business Number to simplify interaction with government for business; and improving social sector data exchange.

Objective Two: Coordinate investment in ICT and common capabilities to make more effective use of technology across the State Sector

Progressing greater economic efficiencies across government, improving service delivery, and optimising our ICT capability will support our efforts to make it easy for New Zealanders to deal with government. We expect that this objective will drive change in our success indicator focused on increasing the efficiency of the public sector.

Key **system** related actions will include progressing our ICT functional leadership work to introduce different ways of working within the State Sector, that breaks through agency boundaries and enables smarter, more customer centred services. Through to 2020 we will work with our State Sector colleagues to: develop a clear investment roadmap and workforce capability approach that encourages innovation; and introduce a system-wide approach to service delivery that means that agency platforms, information and processes are shared and open by default.

Work will be progressed to support new services that enable innovation across agencies; this will involve agreeing a federated service model through 2017, rationalisation of service channels in 2018, and preparedness for service transformation by 2020.

Across the system and the Department, we will also continue to drive uptake of common capabilities. To date, 640 Memoranda of Understandings are already in place with 235 agencies and 25 authorised parties. Of these, 39 agencies are consuming five or more common capability services. These results are positive but there is still more to be done. Through to 2018, we will target effort to accelerate the uptake of shared capabilities; and in 2018 we will kick-start work to progressively engage with agencies to ensure that they have easy access to innovations from the ICT industry. We will also share externally validated results around the avoided costs as a result of greater ICT efficiencies in 2017.

We will continue to work alongside our central agency colleagues to provide advice to Ministers around the ongoing direction for our All-of-Government role and services – this work will influence and shape the focus for our work across the medium-term. In 2018 we will continue to build the system-wide assurance function through ongoing maturity ICT and privacy assessments across the State Sector; and will work with agencies to lift overall ICT and privacy capability.

The **Department** will implement our own response to support the ICT strategy and Result 10 outcomes and delivery of system objectives. In terms of the former, we have introduced an organisation-wide work programme to lift our ICT maturity, and have established new governance to ensure that work progresses as anticipated over the next year. In terms of Result 10, we will undertake preparatory changes to ensure we are ready for ‘take off’ for digital identity across New Zealand through our *Transforming the System of Service Delivery* programme of work; key to this will be ensuring that the condition of our own ICT systems are appropriate to connect and support wider State Sector transformation across government.

Objective Three: Make information available that generates value for the public and government

By making valuable information available to the public and government we will support economic wellbeing of New Zealanders. Ensuring that people can access and reuse their own information will make it easier for New Zealanders to deal with government. We expect that this objective will also drive change in our success indicator focused on improving public sector efficiency.

As a **Department**, we will enable our customers to access and (re)use DIA's digital content to create new personal stories, social commentaries, economic value, innovations and knowledge. In 2017 we finalised the direction for the National Library out to 2030 and the strategic direction for Archives New Zealand out to 2057. These identify key initiative areas for understanding transformation opportunities for a range of information and knowledge services offered by DIA, which will be progressed over the coming years. Our recent opening of the He Tohu exhibition will improve preservation of, increase access to, and enhance learning opportunities from New Zealand's most important documents – the 1835 Declaration of Independence of the United Tribes of New Zealand, the 1840 Treaty of Waitangi, and the 1893 Women's Suffrage Petition.

Objective Four: Use information to make evidence-based decisions

Ensuring that robust information is used as input into decision-making enables the Department, the State Sector, and local government to be nimble, with an appropriate risk appetite i.e. – “making the right decisions at the right time”. We expect that this objective will drive change in our success indicator focused on improving the efficiency of the public sector.

Key **system** activity will leverage of our successful work releasing information through data.govt.nz and further transformative public consultation on the future of our services. Using the Government Online Engagement Service (GOES) consultation platform on govt.nz we will target further opportunities for consultative discussion on hot topic issues across the State Sector. The **Department** will use the same approach to continue to improve the way we make decisions across the Department as part of our regulatory stewardship programme. For example, we will continue to develop fit-for-purpose regulatory system methodology during 2017/18.

STRONG RESILIENT COMMUNITIES

The primary core services that support delivery within this Focus Area include: providing advisory information services; language translation services; support for community projects and activity; financial assistance to low income earners (rates rebates); and administration of grants (including Lottery Grants and the Ethnic Communities Development Fund). The Department also engages in activities to ensure ethnic communities are strong and connected and the benefits of ethnic diversity are realised; registers and regulates charities; administers the racing development fund; administers legislations such as the Anti-money Laundering and Countering Financing of Terrorism Act and ensures compliance with other legislations (such as the Gambling Act); manages complaints about inappropriate behaviour (identification of online child abuse, and complaints relating to private security personnel and private investigators and spam); supports administration of statutory bodies and voluntary sector; administers the local government legislation; provides best practice guidance to community funding schemes; and supports Ministerial and Executive Services (including provision of VIP transport, and purchase and maintenance of Crown assets). Further information on these activities is available in the Estimates of Appropriations.

Over the medium term the Department will drive change in results through the following two objectives:

Objective Five: Establish a picture of social cohesion in New Zealand

Establishing a picture of social cohesion in New Zealand will be a first step in developing a cross-sector approach to working with communities. Building our understanding of social cohesion, its drivers and our impact at the community level will enable us to ensure we are achieving progress in building strong and cohesive communities. We expect that this objective will drive change in our success indicator focused on enabling social cohesion.

The **Department** will establish baseline measures for social cohesion in New Zealand for each of the indicators (page 20) later in 2017. We will monitor trends to develop a deeper understanding of social cohesion and the likely challenges that communities face through to 2020 and beyond. During 2017 and 2018, we will also support the development of a system view of social cohesion and understand our role alongside other agencies in progressing social cohesion work.

Objective Six: Optimise facilitation of social cohesion in partnership with others

Optimising our partnerships with others to facilitate social cohesion will support a stronger future-focused and joined-up approach to working with communities.

The **Department** will establish how we contribute to social cohesion and how we work with others to do so. We will assess the effectiveness of our own existing services¹⁸, and funding that we influence or administer in relation to social cohesion. In 2017/18 we will land a clear intervention logic for our investment and establish a plan for how we will work with others to maximise positive change within New Zealand communities; in 2018 and 2019, we will provide Ministers with options for providing new or changed services to communities to support social cohesion – we will progressively implement change across the following two years, and monitor its effectiveness through regular reporting to Ministers.

At a **system** level we will engage with partners and communities in 2018 to determine an appropriate cross-sector approach for maximising social cohesion in communities, and opportunities for ongoing continuous improvement. Finally, in 2020, we will undertake a review of our new working arrangements to identify areas for future focus across the 10-year horizon.

TRUSTED INFORMATION

The primary core services that support delivery within this Focus Area include administering the Public Records Act 2005; managing and administering identity information (such as passports, citizenship, and births deaths and marriages); providing memory for government and society; publishing civic information and online authentication services; preserving film; collecting and maintaining New Zealand heritage; supporting preservation of New Zealand heritage held by others; and ensuring access to New Zealand-authored books and New Zealand heritage information. Further information on these actions is available in the Estimates of Appropriations.

At the same time as exploring the potential to leverage value and open data assets up for reuse, as the custodian of significant amount of personal information, we need to balance that with the necessity for appropriate privacy and security measures to protect the integrity and anonymity of that data. We adopt, lead and champion key government standards, including the web usability and accessibility standards. We provide guidance on government's use of social media, online security and information privacy and security.

Over the medium term the Department will drive change in results through the following three objectives:

Objective Seven: Government, communities and individuals are empowered to effectively manage, use and reuse information through system leadership

Establishing the right frameworks to promote safe information management and use will help to unlock the social, cultural and economic value of information use and reuse in New Zealand. We will focus efforts on improving the management of information and strengthening the supply chain across the system to empower use and reuse of information. We expect that this objective will drive change in our success indicator focused on the maturity of public sector privacy.

¹⁸ Services for assessment will include: heritage collection and ensuring public access to information and heritage material; services to schools; community-led development; funding innovation; ethnic communities development fund; local government commission; policy work on community strengthening; better local services reform; and our risk-based regulatory approach.

Key **system** related actions will include:

- leading system change through the Partnership Framework information group. In 2017, we developed a system blueprint and set out a clear direction and priority for forward investment in data and information initiatives through to 2020;
- improving Government record keeping effectiveness, and driving safe and secure government web platforms, through more robust standards and monitoring as part of our regulatory stewardship review work. In 2017 we will release information around records standards guidance to the State Sector, introduce a new self-monitoring and reporting framework for public record keeping, and undertake a formal review of web standards in consultation with the State Sector; from 2018, we will report on State Sector maturity and support agency activity to improve capability through to 2020;
- focus effort to increase participation in government consultation through our single engagement platform (GOES). In 2017 an updated data.govt.nz site went live and we will migrate data sets onto it to increase the availability of publically available data; and
- issue guidance for agencies on how to deliver open, useful and reusable data; and investigate extending our Open Data Institute Certificate to measure quality of open data. In 2017 we established good practice guides and examples for data release. We will extend the approach across a wider base of information and assess the data maturity model of agencies across government from 2018.

Key **Department** related activity will include setting out a planned programme of change through the next decade as part of the Archives 2057 strategy.

Objective Eight: High value information is proactively released and easily available for others to use

Ensuring that key information and data is easy to find and use in the public arena will help to unlock the social, cultural and economic value of information use and reuse in New Zealand. Connecting open and active participation in the wider information eco-system will be key to maximising the value of information we hold on behalf of New Zealanders'. We expect that this objective will drive change in our success indicator focused on the level of open data, and access to collections and holdings.

Key **system** related activity will include supporting agencies to release quality open data. From 2017 we will harvest functionality to automatically populate data.govt.nz with information that is regularly updated by agencies and local government. We will also release guidance on how entities can deliver open, useful reusable data.

Key **Department** related activity in 2017 and 2018 will include increasing the release of DIA datasets to data.govt.nz. In 2017 the open data champion will develop and release data case studies to demonstrate value, and establish a view of Departmental datasets that can be released from 2018 for use and reuse by the public. We will also progress activity related to New Zealand's Open Government Partnership Commitments. DIA's commitments to the development of New Zealand's National Action Plan will be submitted in 2017, and we will review current open data principles with Land Information New Zealand (LINZ). In 2018 we will undertake consultation on the new open government principles, following which we will develop an Open Government data action plan with Statistics NZ and LINZ.

Objective Nine: Information driven insights improve decision-making and service delivery

Accelerating new ways to safely release quality data and information into the public arena will help to support improved decision-making and service delivery. Clear policies and procedures which underpin information management, privacy, and security practices will be key to doing so. We expect that

this objective will drive change in our success indicator focused on the appropriate management of information, and level of information sharing with others.

Key **system** related activity will include: implementing Cabinet's priorities for public protection information sharing. From 2017 we will continue to support the public protection directive process to progress information sharing; demonstrating the value and potential for information use and reuse. The GCPO will continue to support the implementation of information sharing agreements, and model arrangements supporting the safe use and re-use of personal information across the State Sector.

Key **Department** related activity in 2017 and 2018 will include testing the feasibility of combining geographic information with social cohesion measures to support the mapping of social cohesion; we will also progress further GovHack NZ opportunities to seek public insights around what information is telling us and how we might then respond to community issues. We will assess our progress against the ICT maturity framework in relation to information-driven insights reshaping services and policies, and adding value.

Over the next 12 months we will undertake further work to understand system and Departmental opportunities for exploiting the value of information. This will help to shape the ongoing work programme through to 2020.

Objective Ten: New Zealanders have trust and confidence that we manage their information well

Regular engagement with New Zealanders will enable us to measure trust and confidence in DIAs information management and the Government. Leading by example, and maintaining our role as trusted kaitiaki of the national collections and taonga we manage on behalf of New Zealanders will be critical for doing so. We expect that this objective will drive change in our success indicator focused on the appropriate management of personal information, and level of information sharing with others.

Key **system** related activity will include progressing GCPO assessments of Government management of personal information. In 2017, we are piloting an online tool for privacy maturity assessment reporting, and anticipate receiving agency privacy maturity assessments through to 2018. Following which, we will release the new online reporting tool for ongoing privacy maturity assessment from 2018, and work with agencies to progress activity to improve their maturity over the medium-term. We will report results regularly to Ministers.

Key **Department** related activity will include: fully implementing Cohesion, our new information management system by 2018; commencing delivery of the TSSD Programme in late 2017; and continuing to build internal capability in privacy management – from 2017, our privacy officer will progress work to achieve our internal privacy maturity targets, and ensure that the Department meets GCPO recommendations.

PART FOUR: A Department that is fit for purpose

Responding to our strategic challenge

The Department has diverse roles in terms of stewardship and leadership to serve and connect people, communities and government to build a prosperous and respected nation.

So that the Government can be confident that we are a secure and sustainable organisation, capable of taking an active role in delivering what is required across the system, the Department will continue to find new and innovative ways to deliver on expectations. This means thinking and working differently.

The Department's Fit-for-purpose Focus Area responds to the challenges set out in the PIF 2012. We will modernise our tools and systems, build our culture, develop stronger leaders and our people, improve our financial management, and create a flexible and innovative workplace. The critical systems and infrastructure challenges which the Department is addressing to continue to enhance our operating model are outlined below.

How we will organise ourselves to deliver

Lifting our internal capability

The Department has made a concerted effort to lift its internal capability in recent times to deliver on our strategic direction, core functions and cross-government leadership responsibilities. Actions taken since our 2012 PIF assessment have largely targeted quick wins within the Department's existing operating framework, aimed at simplification and cost reduction by way of standardisation and a decreasing reliance on contracted resources.

The Department will continue to bring together its Corporate Foundations, business as usual changes, and the strategic and *Fit-for-purpose* initiatives to form a single outcome-based programme. This work will support increasing our people capability and leadership, and engagement.

Integrating these work streams is expected to encourage programme-level decision making and support the continuous embedding of changes made to date. The joint work programme will be focused on baseline technology upgrades to establish an adequate platform for further development of the Department's ICT systems (servers, networks, storage etc.), other changes that can deliver operating cost efficiencies (e.g. finance initiatives), improved information management capability and greater shared services opportunities. Establishing Enterprise Content Management-as-a-Service for the Department and government agencies is also intended to improve ease of information management, ideally leading to increased productivity and financial savings.

Maintaining *Fit-for-purpose* capability also means addressing a number of funding issues relating to our functions that rely on third-party funding, sustainably funding our cross-agency roles, and internal capital expenditure challenges.

The vision is that across the medium-term, the programme of ICT capability upgrades and management interventions will stabilise, and the Department will have a stronger platform and flexibility to lead the All-of-Government ICT transformation in an ever-changing environment.

Financial sustainability

We recognise the Department's diversity as strength, but this diversity comes at a cost as we need to make investment decisions across multiple discrete functions. The Department is facing increasing demand on its resources resulting in a funding shortfall over the medium term.

As signalled in our latest Four-Year Plan, we have now reached the point where only limited further efficiency gains can be made. Thus, we are faced with making a series of strategic choices about what we do and when we do it, in order to ensure long-term sustainability.

Optimising our internal systems and infrastructure

Through programmes that support the *Fit-for-purpose* Focus Area, the Department will look to adopt modern ICT solutions to deliver our services and to support the organisation where possible; and will also optimise its property portfolio. This is central to our focus on becoming a sustainable and fit-for-purpose organisation.

Updating and optimising the Department's ICT systems (including a number of inherited legacy systems), and reducing the number of unique systems, is a priority over the medium term to increase efficiency and productivity. This will upgrade several core ICT systems to support the effective delivery of services and align the Department with the outcomes and themes of the Government ICT Strategy 2015 and Government ICT Strategy Implementation 2016.

Aligned with this is the transition from an ownership model of assets, to a service based model. This is changing the operating model for internal ICT as we implement, and demonstrate the benefits of, common capabilities including Infrastructure-as-a-Service, Desktop-as-a-Service, and the Common Web Platform. Over the medium term, we will also undergo transformational changes in parts of our business, particularly relating to service delivery. These changes are essential to ensure the Department is responding to and demonstrating, within our own business, the leadership challenge of transforming services across government. Transformational change is also necessary to provide assurance that the Department has a sustainable financial model that allows us to deliver core business and priorities within our baselines.

The Department also has an extensive property portfolio of leased and owned properties across the country. In 2015, the Department introduced a refreshed property strategy to set out an overall direction of travel for the medium term. As part of the strategy, the Department has already co-located with several government agencies, such as Inland Revenue; Education; and Te Puni Kōkiri. Co-location opportunities will continue to be explored as part of the consolidation of the Crown property footprint and improving services to New Zealand.

Over the next 12 months, the property strategy will include changes from the Wellington Accommodation Project, the National Library and Archives property portfolio, the Auckland Accommodation Project, and the direction of the Property Management Centre of Expertise (PMCoE) on All-of-Government property solutions.

How we will track progress

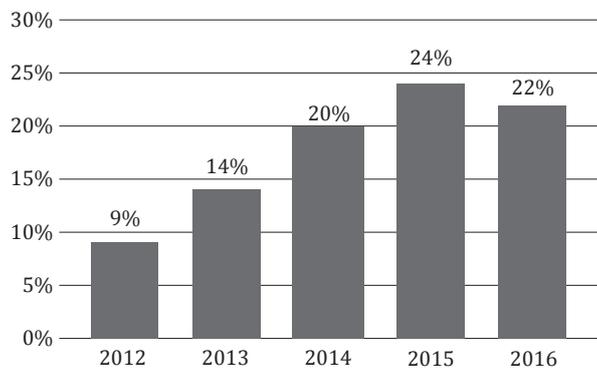
How will we know we've made a difference?

The Department will set the following suite of measures and accompanying targets to track its achievements over the four-year horizon. These are:

FOCUS AREA	MEASURE OF SUCCESS	GOAL BY 2018/19
Fit-for-purpose	Level of staff engaged	Top-quartile of the public sector
	Budget variance	Within 3%

Percentage of staff engaged

(Source: DIA staff engagement survey)



Where are we now and what do we want to achieve?

Over the medium-term the Department will drive change in results through actions that aim to improve departmental performance to lift our effectiveness across the period. This includes: making sure the Department operates sustainably and is fit for purpose to deliver on Ministers' and New Zealanders' expectations. The Department's progress to do so will be measured through a small suite of supporting measures as outlined in the table overleaf.

Sustainability and Fit for purpose goals

GOALS BY 2018/19	SUPPORTING INDICATORS	EARLY RESULTS*		DESIRED CHANGE OVER MEDIUM-TERM
		2014/15 (BASELINE YEAR)	2015/16	
Engaged people				
Our people will be amongst the most engaged in the public sector. We will be the public sector employer of choice and a magnet for talented people.	PIF rating**	n/a	n/a	Improved
	Staff turnover	10.8%	14.1%	Decrease
	People recommending or wishing to work at the Department	63.6%	66.2%	Increase
Work Environment/Workplace				
Our workplace will enable people to deliver their best.	Performance index ratings	67.3	67.1	Increase
	Staff reporting they have the tools and resources needed	59.7%	62.7%	Increase
Leadership				
We will have leaders at all levels of our organisation who step up and show the way and who are supported to innovate and change. We will manage change well and our governance will provide clear direction, accountability and assurance.	PIF rating**	n/a	n/a	Improved
	Staff confidence in leadership	65.6%	61.2%	Increase
Customer				
We will understand our customers and what they value and will make it easier to do business with us. We place high value on information and our customers will have confidence in our ability to treat their information with respect and keep it secure.	Gap between customer expectation and experience	n/a	n/a	Decrease
	PIF rating**	n/a	n/a	Improved
	Privacy breaches	5	1	Maintain
Value for Money				
We will understand the cost of delivering our services and we will invest in continuous improvement to ensure our services are efficient and effective. We will be skilled at planning and prioritising and have an integrated investment plan that ensures we make the best use of scarce resources.	PIF rating**	n/a	n/a	Improved
	Productivity ratio (total operating cost per staff member)***	\$215,745	\$219,189	Maintain
	Improved forecasting accuracy and realisation of benefits	unavailable	n/a	Increase

* 2014/15 is the baseline year for many of the above results. Work is under way to develop and collect information on the results.

** The next PIF Review will be undertaken in 2018.

*** The productivity ratio is calculated as operating expenses divided by permanent staff total headcount. The ratio is not the average salary but indicates total operating costs in relation to our key input resource: people.

How we will deliver

We will drive change in our Focus Areas through a handful of strategic initiatives which will enable us to lead by example, and at a pace that supports the Department to be financially sustainable.

We will continue to seek to meet high standards for the public service in the quality and capability of our people, service design and delivery based around our customers, be they individuals, families, communities, other agencies or sectors.

Particular focus across the medium-term will be on driving change in results for communities, and ensuring that the organisation is fit for purpose, which will enable the Department to build its capability for delivery in a fiscally sustainable way.

The fulfilment of our leadership role hinges on our reputation. This means investing in our internal capability and systems to ensure we are strong. Our 2014 PIF Follow-up Review confirmed that we have come a long way since our 2012 PIF assessment, but identified that we need to continue to:

- invest in exceptionally capable people who can lead change;
- create a common purpose and unifying culture within the organisation;
- enhance internal business systems; and
- deliver up-to-date business-as-usual services.

Actions underway to improve how we work

The State Services Commission's 7Cs Framework supports State Sector agencies to set out how we intend to organise ourselves, operate, and improve how we work and deliver results for New Zealand. Key aspects of the Department's focus for improvement across the medium-term are discussed briefly in the following section.

Context

The Department faces a number of challenges over the medium-term as a result of the tightened fiscal context and drive for public sector agencies to deliver more within existing funding. The PIF 2012 Review and the 2014 PIF Follow-up Review set out specific areas for further Departmental effort, and actions have been underway responding to these.

Cost

The Department faces ongoing increases in the cost to deliver its existing services. The Department has developed a Financial Sustainability Plan to guide the implementation of priority initiatives, while seeking to refresh the asset base over time. This will involve a range of options like business efficiencies, maximising third-party funding and re-prioritisation.

The Department has identified the need to strengthen its monitoring and accountability measures. As a result, we are developing an integrated approach to planning that relies on more frequent monitoring and reprioritisation of portfolio and core business activity. This reshaped planning model will allow the Department to better respond to specific cost pressures in real time, ensure that resources are being dedicated to achieving our goals and priorities, and will lift capability and responsiveness across the organisation.

The Department continues to look at asset utilisation and whether asset ownership is required as a means of managing costs. The adoption of “as a service” models will change the mix of operating and capital, however, in reality there will be a cost pressure as most of these models are replacing assets that have been fully depreciated for some time. The utilisation of property is another area of focus as Asset Management Plans are being completed on the significantly owned property portfolio and an option analysis is underway for the Wellington Archives building in Mulgrave Street. In 2016/17, the Department will rationalise its Wellington property leases to allow for a solution to align with the directions of PMCoE.

Culture

Research indicates that the trademark of a high performing organisation is one with a strong organisational culture and highly engaged workforce. This means that continuing to build a culture where people feel included and respected, connected to a common purpose and engaged, is an ongoing priority for the Department.

The Department continues to aspire to be in the top quartile of public sector engagement results by 2019. To achieve this we must continue to support our people to make the Department a high-performing organisation that effectively delivers our strategy. The culture activities we invest in over the next 3-5 years will support our strategic direction and contribute to the Department’s purpose and productivity story. Also, creating stronger linkages between culture and strategy in a language staff understand will be a focus over the next few years.

Key to the Department’s future success will be our new *Towards 2020* work programme where our staff will have the opportunity to contribute towards our future aspirations and direction.

As a good employer, we recognise the importance of promoting diversity and equal employment opportunities in the workplace. We will continue to support the Equality and Diversity: New Zealand Equal Opportunities Policy and a number of equal employment opportunity groups within the Department. It will continue to be important to ensure that our workforce reflects values and understands the communities they serve.

Capability

The Department has made a concerted effort to lift its internal capability in recent times to deliver on our strategic direction, core functions and cross-government leadership responsibilities.

The Department has a broad base of capability across our current functions. However, our capability mix needs to continue to evolve to support our leadership role in the future public sector, demonstrating the changes we are leading across government and to support responding to fast changing technologies and customer expectations.

We will continue to identify and design development activities that support the new skills we require through workforce planning and the Department’s Capability Framework. The Department will also utilise a number of capability tools such as our Digital competency framework, Regularity Services technical framework, Finance technical capability framework, Skills framework for an Information Age and our Technical capability tool which will assist in identifying and building the capability required for certain functions.

Change leadership

The Department recognises that strong leadership is vital to the performance of the organisation. It identified that growing strong, capable and confident leaders is key to making the Department a great place to work, essential to developing our organisational culture and maximising the collective impact needed to deliver our strategic direction, particularly our All-of-Government leadership responsibilities.

Leadership has been a focus for the Department, in terms of raising the visibility of senior leadership and giving them the opportunity to connect with staff through various forums, and also to raise the capability of leadership within the Department.

Over the term of this *Statement of Intent* we will continue to strengthen leadership connections and encourage collaboration across the Department to build the shared approaches that will be needed to make the best use of our people capability.

Capacity

The Department will continue to optimise capacity by matching our workforce to the needs of our business, by managing remuneration pressure within baselines and continuing to improve systems and processes to support productivity.

As we continue to move towards our journey of providing services digitally and improving our internal systems and processes, we are predicting that over time our workforce mix will adjust to less transactional and more strategic, relationship management roles. Our workforce planning activity that we have underway will enable us to better articulate where and when these changes are likely to occur.

Configuration and organisational capability

The Department constantly considers and reviews its internal environment to ensure that it supports staff to deliver on its results. Several initiatives will be initiated over the term of this *Statement of Intent* in this regard:

- Focusing on improving benefits and asset management and the Long Term Investment Plan as part of the Investment Confidence Rating (ICR) assessment;
- Embedding the new integrated strategy and planning framework;
- Maintaining a line of sight through various actions from individual roles to the overall strategy and priorities; and
- Building the skills of our leaders at all levels, so that they are able to clearly communicate the context of our operating environment to staff. This is considered vital given the evolving nature of the Department's operating environment.

APPENDIX 1: WORKING WITH OUR PARTNERS

Like all public sector agencies, the Department is expected to deliver better results for New Zealanders by working across the system to achieve collective impact. Achieving results increasingly requires greater innovation and collaboration across sectors – new ways of working. Changes to core State Sector legislation enable a more collaborative and shared approach between agencies to achieve improved outcomes. We intend to make use of these changes, including the flexible provisions contained within the Public Finance Act 1989, to improve and enhance service delivery.

Achieving the Government's goals requires agencies to commit to developing the collaborative working relationships needed to deliver on transformation and integration. The Department is proactive in developing these relationships. We are working increasingly closely with central agencies to develop the functional leadership role – particularly in regards to security and assurance – and ensuring that roles are coordinated across agencies. Strong relationships with local government, the private sector, community organisations and the public are also critical to understanding and delivering collective outcomes and improving services.

We are working with an increasingly wide range of government agencies to develop and progress the Better Public Services (BPS) Result 10 work programme¹⁹, in addition to continuing to work closely with the Result 9 Programme to ensure strategy and delivery are aligned.

A number of strategic working relationships across sectors continue to enhance the Department's contribution to the Government's goals over the medium term. The Department has established strong working relationships across its areas of work with other entities in the State Sector, not-for-profit sector, and private sector. A short summary of our partnership approach is detailed below.

Partnership Framework

The ICT Strategy is overseen by the Partnership Framework, a senior officials' group led by the Government Chief Information Officer. The ICT Strategic Leadership Group is comprised of a small set of key Chief Executives from the across the State Sector. The Chief Executives Group is supported by four Deputy Chief Executives working groups – the Service Innovation Group, Strategic Investment Group, Information Group, and Technology Group. The partnership framework is designed to support strategic dialogue, and progress issues and opportunities for stewardship of the system, collective impact, customer-centricity and information management. Further information on the partnership framework is available at: <https://www.ict.govt.nz/governance-and-leadership/governance-groups/partnership-framework/>

¹⁹ The initial group of eight agencies (Ministry of Social Development (MSD), Inland Revenue Department (IRD), New Zealand Police, New Zealand Transport Agency, Ministry of Business Innovation and Employment (MBIE), New Zealand Customs Service and Department of Conservation, and the Department) has been expanded to include all public sector agencies covered by the BPS Result 10 Blueprint.

Key partnerships to support ‘Transforming Service Delivery’ work

Whilst our broad work related to communities encompasses all New Zealanders, we are particularly focused on improving outcomes for Better Public Service Result areas – vulnerable children and offenders and victims of crime for example, and in making it easier for people to access the services that they need for common life events – such as new parents for the birth of their child; and those reaching retirement, at the age of 65. On this basis, we are seeking to work with partners who are looking to provide core services to all New Zealanders at key points in their lives. For the foreseeable future, we will need to respond to the differing needs of those wanting more traditional, face to face expectations of service, and those preferring digital channels. We will therefore need to slowly transition existing, traditionally physically based services to more modern, online, and accessible channels.

The Department is continuing to work with other State Sector entities to agree on the broad direction for ICT transformation and investment, integrating service delivery, improving privacy maturity, and sharing information across Government. By doing so, the Department is able to drive progressive and sustainable change across the State Sector, and ensure that the direction, and focus supports achievement of broader Government. Positively, good success has already been seen as a result of engagement to date – almost all actions from the initial ICT strategy action plan have been implemented; a refreshed, jointly owned ICT strategy action plan has now been approved by Cabinet; the first life event, integrated service pilot has been successfully completed with further activity planned and underway; and we are on-track to achieve our Better Public Services and GCIO related targets in 2017.

Key partnerships to support building ‘Strong resilient communities’

We will work with partners who aim to support and improve outcomes for the same customers as we do. Whilst our broad work related to communities encompasses all New Zealanders, we are particularly focused on the more vulnerable in communities for our regulatory focused work; and for social cohesion related work we are interested in supporting minority groups and those new to New Zealand to integrate into, and with, our existing communities. We anticipate growing diversity in the New Zealand population, with estimates suggesting close to 50% of the population will be of either Māori, Pasifika, or Asian ethnic origin by 2050 – in particular, our services will need to support their needs and ensure access in culturally appropriate ways. We will also need to be flexible to meet changing and growing needs for support across regional communities. For example the recent Kaikōura earthquakes involved a broader focus on those affected by the natural disaster, particularly from Christchurch through to Wellington.

Whilst work is underway to engage key partners for improving social cohesion, the Department already engages with a broad range of agencies in its work with communities. Of note, for activities related to reducing harm, we are working closely in partnership with the justice sector, licensed business premises, and private internet service providers. The Department looks for opportunities to leverage approaches and technologies, and holds information sharing MOUs related to regulations and offending. For activities, related to connecting, informing, and resourcing communities, we work closely in partnership with DPMC and NZ intelligence community (countering terrorism), the private sector (racing and gambling work), local government, and the NGO sector (including the Charities sector). For activities related to strong and transparent communities we work closely with local government, Ministry for the Environment, and the Electoral Commission. Lastly, we work closely with the Ministry of Foreign Affairs and Trade and the Ministry for Culture and Heritage to support visits and ceremonies.

More broadly, the Department is supporting work to develop the State Sector in Auckland, and will remain strongly engaged in efforts to redevelop the Auckland Policy Office and look at opportunities for collective impact in South Auckland. We will continue to work with the Auckland Council to address Auckland-specific issues and progress opportunities.

Key partnerships to support more ‘Trusted Information’

Our customers come from all walks of life – for example, children learning about our heritage and nation; citizens from New Zealand and abroad seeking information about New Zealand’s history and culture; academic specialists investigating cultural and global diversity; businesses – new and existing, leveraging our knowledge and history to develop and grow; and state sector agencies maintaining and accessing the record of government. We anticipate that with changing population demographics we will need to respond to greater interest in our history and taonga from a growing proportion of Pasifika and Asian people. Our services will need to support their needs and ensure access in culturally appropriate ways.

The Department also works with a broad range of stakeholders to unlock the value of information for the public sector, private sector, and New Zealanders. In addition to the Partnership Framework approach, key partnerships include Iwi, Statistics NZ, LINZ, and MBIE for work related to stewardship of New Zealanders and government information. We share information with Customs on stewardship of Government information. We have strong relationships with Justice and the Privacy Commissioner in relation to privacy issues; the intelligence community on security issues; and we work closely with the Culture and Heritage sector in our work to preserve New Zealand’s memory.

Key partnerships to support a more ‘fit for purpose’ Department

The Department has strong relationships in place with IRD, who process the Department’s financial transactions. We also link closely with the Treasury, Property Management Centre of Expertise, State Services Commission, Audit NZ, Office of the Auditor General, and DPMC to make sure that we operate transparently and comply with the legislative requirements for public sector agencies.

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