



Statement of Intent

2023-2027

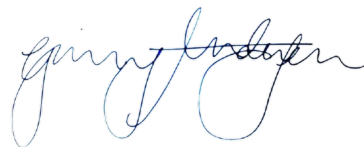


SFO

SERIOUS FRAUD OFFICE
TE TARI HARA TĀWARE

Ministerial Statement of Responsibility

I am satisfied the information on strategic intentions prepared by the Serious Fraud Office is consistent with the policies and performance expectations of the Government.



Hon. Ginny Andersen
Minister responsible for the Serious Fraud Office

Director Statement of Responsibility

In signing this information, I acknowledge that I am responsible for the information on strategic intentions for the Serious Fraud Office. This information has been prepared in accordance with section 38 and section 40 of the Public Finance Act 1989.



Karen Chang
Chief Executive and Director
Serious Fraud Office

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Minister's foreword

The Serious Fraud Office (SFO) plays an important role in New Zealand's justice and integrity system. Its work to disrupt and deter serious fraud and corruption helps to protect the financial wellbeing of Kiwis as well as safeguard our nation's economy.

New Zealand has an international reputation as a society with low levels of corruption and public institutions that are held in high trust and widely respected for their transparency and integrity. The SFO helps guard this reputation through its work in prevention, investigation, and prosecution.

In recent years the SFO was funded to help build counter fraud capability in the public sector through its Counter Fraud Centre Tauārai Hara Tāware. This is one of the SFO's key strategic priorities, and it is pleasing to see the progress they have made. The lessons we have learned in the past will help the sector ensure public funds make it to where they are needed most today. This is particularly important as New Zealand enters what is likely to be a challenging economic period, exacerbated by recent events such as Cyclone Gabrielle.

The SFO is in a strong position as it looks to meet these challenges as well as the ever-increasing complexity of the nature of its work. This Government recognises the importance of having an independent agency dedicated to addressing serious fraud and corruption, protecting our country's reputation and upholding the integrity of our institutions. We have invested in ensuring the SFO can

continue to carry out its important work, including funding to increase its investigative headcount, open an office in Wellington and establish a counter fraud capability.

As Minister responsible for the SFO, I look forward to a productive relationship with the agency as it enters its next phase. I am satisfied that the information on strategic intentions prepared by the SFO is consistent with the policies and performance requirements of the Government.



A handwritten signature in blue ink that reads "Ginny Andersen".

Hon. Ginny Andersen
Minister responsible for
the Serious Fraud Office

Director's introduction

The Serious Fraud Office is a highly specialised agency whose mission is to disrupt and deter serious fraud and corruption in New Zealand.

We have a proud history of investigating and prosecuting some of the country's most significant and complex financial crimes in order to protect New Zealand's economic wellbeing and preserve our global reputation as a safe place to do business.

Our potential reach is broad, with the authority to investigate matters in both the private and public sectors and across all industries. We must therefore be strategic in deciding where we commit our unique expertise. Additionally, the fraud and corruption landscape has evolved rapidly over the 33 years since we formed and continues to do so in both complexity and scale. It is important we adapt accordingly and ensure our priorities reflect the current environment.

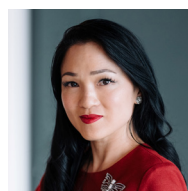
Our Statement of Intent for 2023-2027 reflects my aim that the SFO use its specialised resources to achieve the greatest impact. To be successful in our mission we must:

- Target cases that have the greatest potential to disrupt and deter serious fraud and corruption.
- Lift counter fraud and corruption capability in the public sector by sharing expertise, raising awareness and building resilience.
- Enhance our connections with stakeholders to ensure we understand our operating environment and make a meaningful system-wide contribution.
- Invest in our people and infrastructure so we continue to keep pace with the complexity and resource demands of our work.

The SFO is not designed for volume. Instead, we must focus on creating a positive ripple effect and disrupting harmful behaviour. Our strategic priorities are interdependent and intended to ensure every action we take has the effect of amplifying our contribution to New Zealand.


Our country does not exist in isolation, and fraud is not constrained by borders. New Zealand is a key member of the international anti-corruption and counter-fraud community, with the SFO fulfilling several international obligations on behalf of New Zealand. Over the next four years the SFO intends to take a targeted and cohesive approach to the way we contribute internationally, including how we partner with our Pacific counterparts in their efforts. New Zealand has an important role to play as a partner in the Pacific region, supporting initiatives to lift capability and build resilience. We will also look to enhance our relationships with domestic stakeholders to keep abreast of our constantly evolving environment and preserve our reputation as a country with low levels of corruption.

I am proud of the expertise and dedication of the SFO. We are a small but mighty team in a country that is often recognised for punching above its weight. This is an ethos we will continue to honour as we seek to ensure our resources are put to maximum effect.



A handwritten signature in black ink, appearing to read 'Karen Chang', written in a cursive style.

Karen Chang
Chief Executive and Director



We **protect** New Zealand's
economic and financial
wellbeing.

What we do

Our purpose is to protect New Zealand's economic and financial wellbeing.

We do this in several ways - by preventing, investigating and prosecuting serious fraud and corruption, building resilience to harden New Zealand as a target and leading system-wide improvements. The SFO is the lead agency in New Zealand for the detection, investigation and prosecution of corruption.

We administer the Vote: Serious Fraud, reporting to the Minister of Police, who is responsible for the Serious Fraud Office, with the core purpose of detecting, investigating and prosecuting cases of serious financial crime, including corruption. This includes activities directed at making the commission of financial crime more difficult, and its detection and prosecution more effective.

Our work helps to protect New Zealand's reputation for transparency, integrity and low levels of fraud. That reputation brings huge benefits. It delivers the economy a competitive advantage as it supports investor confidence in the integrity of the country's financial system and helps keep business costs down.

The SFO was created as a response to the fallout from the 1987 share market collapse and the ensuing economic recession, which exposed fraud on a magnitude never seen before in New Zealand. At the time, there was a perception that New Zealand was not equipped to deal with the investigation and prosecution of complex financial crime.

Some 33 years on, the SFO continues to use its specialist expertise to tackle the most significant fraud and corruption cases for the benefit of New Zealanders. These cases are complex and time-consuming to investigate, and the offending can be extremely difficult to detect and successfully prosecute.

In recent years the SFO has established a Counter Fraud Centre Tauārai Hara Tāware which focuses on prevention and builds resilience to fraud and corruption in the public sector. We are also working with partners to develop a National Counter Fraud and Corruption Strategy.

The SFO also plays a key role in meeting New Zealand's international obligations around corruption.

Our context

New Zealand is viewed as a country with a well-functioning democratic system, including strong public institutions and low levels of fraud and corruption.

Public agencies do not report significant levels of fraud loss and we are consistently ranked in the top three least corrupt countries in the world by Transparency International. In the 2021 OECD Trust Survey¹ 55% of respondents said they trust the New Zealand public service, which is higher than the OECD average.

New Zealanders value our reputation for low levels of fraud and corruption, which brings tangible benefits. The presence of an independent agency dedicated to combatting serious financial crime, with the specialist expertise to discharge this duty, is integral to this.

Despite this strong reputation, as a country we are not immune to fraud and deception. It was the second most common type of personal offence experienced by respondents to the NZ Crime and Victims Survey 2020-21. Respondents also said only 9% of fraud and cybercrime incidents were reported to Police, suggesting crime statistics may not reflect the true scale of the crime.

Financial crime is evolving in complexity and scale, and investigating and prosecuting serious instances has become inherently more resource intensive.

This trajectory is expected to continue and is driven by:

- exponential growth in the volume and density of data involved in every case,
- increased legal process risk due to the volume and scope of evidence/information involved,
- larger international trans-border transactions and asset flows,
- more sophisticated offending and legal defence of offending.

For victims of fraud, the current system in New Zealand can be challenging to navigate, with a fragmented response framed by overlapping operational mandates and priorities. Fraud is by its nature a hidden crime which presents difficulties in estimating the size of the problem. There is also limited focus on preventing harm to victims. The SFO is working with partners to develop a National Counter Fraud and Corruption Strategy with the aim of addressing some of these issues.

In recent years countries including New Zealand have introduced prevention as a key tool in the fight against fraud and corruption, using lessons learned in the past to help organisations proactively harden themselves as a target against future attacks. The SFO established a fraud prevention function during the response and recovery phase from the COVID-19 pandemic, which led to the development of the Counter Fraud Centre (CFC).

¹ OECD Survey on the Drivers of Trust in Public Institutions 2021

The CFC currently focuses on building the public sector's resilience to fraud and corruption. Its role is as important as ever as New Zealand navigates the coming period of economic uncertainty, as well as recovering from Cyclone Gabrielle and the flooding which impacted the upper North Island in early 2023.

Local and international experience shows that serious and complex financial crime increases during a significant economic downturn but may take time to be detected. Financial pressures may make people more likely to commit fraud, while desperation can make vulnerable people more susceptible to being deceived.





We **disrupt and deter**
serious fraud and
corruption through
prevention, investigation
and **prosecution.**

How we achieve our purpose

We protect New Zealand's economic and financial wellbeing through our mission of disrupting and deterring serious fraud and corruption through prevention, investigation and prosecution.

Investigation and prosecution

The SFO's core work is the investigation and prosecution of serious financial crime.

The Serious Fraud Office Act 1990 provides the SFO with specialist investigative powers enabling us to effectively carry out this role. Our investigation teams are also structured differently from other law enforcement agencies.

Our cases are investigated by multidisciplinary teams made up of highly skilled investigators, forensic accountants, investigating lawyers, electronic forensic investigators, document management specialists and e-discovery experts. Based on the Roskill model, this structure is considered international best practice for investigating complex financial crime. The SFO has developed strong technical competence related to forensic accounting, electronic forensics and financial investigations and prosecutions.

We generally have about 30-40 investigations and prosecutions open at any one time. We focus our specialist resources on those cases which have the greatest potential to disrupt and deter serious fraud and corruption. This includes cases that involve public funds, have the potential to undermine trust in the public sector or threaten New Zealand's reputation as

a safe place to invest and do business. Cases are carefully assessed against criteria including the scale and complexity of the fraud, impact on victims and any relevant public interest considerations. From 2023 we will develop and publish a list of strategic focus areas so stakeholders can better understand where we are focusing our resources.

We have an established Electronic Forensic Unit, which is internationally recognised for its expertise. As technology evolves, so do the avenues for fraud and the volume of evidential data. Typical SFO cases now comprise millions of documents - requiring specialist skills to manage, examine and prepare for disclosure. For example, in February 2023, we held 74 terabytes of evidential data, equivalent to 4.8 billion document pages. Data volume is an increasing challenge for law enforcement agencies worldwide, which must all adapt to deal with the massive growth in digital evidence, the challenges in reviewing information for relevance and disclosure and the associated storage costs.

Prevention of fraud and corruption

We play a role in preventing financial crime, including corruption, and making the commission of fraud and corruption more difficult. We do this primarily by lifting the counter fraud culture and capability in the New Zealand public sector through our Counter Fraud Centre - Tauārai Hara Tāware (CFC).

Initially funded to lead public sector fraud prevention relating to COVID-19 relief packages, the CFC was funded on a permanent basis in Budget 2022.

Following considerable engagement with agencies, the CFC has identified priority areas for development. These include process improvements, understanding of risks, cross-sector collaboration, learning solutions and ensuring fraud risk is considered at the earliest stages of policy, programme and legislation development.

The CFC is strongly connected with key government agencies which have an oversight or integrity role and also works closely with members of the international counter fraud and corruption community.

Contribution to policy

We use our expertise to contribute to financial crime and corruption policy as required. We also contribute to non-financial crime policy initiatives across the justice sector and wider government.

Together with Police and Ministry of Justice, the SFO is leading development of a National Counter Fraud and Corruption Strategy.

Meeting New Zealand's international obligations

Despite its size, New Zealand is a key member of the international anti-corruption and counter fraud community. Membership enhances our ability to address the threat of corruption in New Zealand. Along with the benefits of membership come international obligations and commitments, which the SFO fulfils on behalf of New Zealand.

We have an employee based at the International Anti-Corruption Coordination Centre in London, United Kingdom.

Over the next two years, New Zealand will be subject to reviews under the United Nations Convention Against Corruption (UNCAC) and the Organisation for Economic Cooperation and Development's (OECD) Convention for Prevention of Bribery in International Business Transactions. The SFO will also be assisting as reviewers for the OECD review of Canada and the UNCAC review of Suriname.

How we measure our performance

The SFO seeks to commit its specialist expertise to those cases which will have the greatest potential impact in disrupting and deterring serious fraud.

When measuring progress towards our mission, performance measures which focus solely on quantitative results may not meaningfully reflect the wider impact of our work.

We have undertaken an extensive review of our performance measures to ensure they align with the strategic direction set out in the Statement of Intent 2023-27 (SOI) and have identified improvements in how we measure and report on our progress.

We have added more narrative-based Outcome Indicators that allow us to better explain our progress towards advancing our mission and strategic priorities. Progress will be reported in our Annual Report, using both qualitative and quantitative data to provide evidence and help tell our performance story.

We have also reviewed and refined the measures in our Output Performance Measures (Estimates) agreed with the Minister responsible for the SFO. Where the SOI outlines how we will measure progress towards our strategic intentions, the Estimates set our operational performance in delivering our activities. In essence, the SOI measures strategic performance and the Estimates measures operational performance.

In our Annual Report we will be combining reporting on our Output Performance Measures and the Outcome Indicators as this provides a better story of the SFO's overall performance.

We have developed an integrated performance measures framework for the internal monitoring of performance. This brings together our Output Performance Measures and the Outcome Indicators, and provides a more robust framework for reviewing and modifying each of our measures.

Our reporting framework

Annual Report

Yearly report of progress against the Statement of Intent, results against Output Performance Measures, and overview of key activities and achievements.

Output Performance Measures (Estimates)

Annual operational targets agreed with the Minister responsible for the Serious Fraud Office under Vote Serious Fraud.

Statement of Intent

Four-year view. Sets out the SFO's strategic intentions for the next four years and how we will measure our success.



AT A GLANCE

Strategic priorities 2023-2027

Purpose

Protect New Zealand's economic and financial wellbeing

Mission

Disrupt and deter serious fraud and corruption through prevention, investigation and prosecution



01 | Case impact

Target cases with the greatest potential impact, maximising the SFO's specialist expertise



02 | Prevention

Lift counter fraud culture and capability in the New Zealand public sector



03 | Connection

Enhance stakeholder engagement and system contribution - domestic and international



04 | Future-proof capability

Invest in our people and infrastructure to meet and anticipate our operating environment

Case impact

Target cases with the greatest potential impact, maximising the SFO's specialist expertise



The SFO's broad reach is essential to our effectiveness, as serious and complex fraud is not limited by sector or industry. As a result there is a wide range of matters that could potentially be investigated by the SFO. However, we are not designed for volume. Instead, we must focus on creating a ripple effect from our cases that acts to disrupt and deter offenders.

The investigation of our cases requires highly specialised skills, which take years of training and experience to develop. These skills are rare and largely unique to the SFO in the context of law enforcement in New Zealand. Against this backdrop is the increasing complexity of investigating serious fraud and corruption cases in the digital age. Because we can't do it all, we must take a strategic approach to case selection.

To enable us to prioritise those cases with the greatest potential impact, we need to understand our ever-changing environment through building a strategic intelligence capability, coupled with strong connections. This will inform where we should best deploy resources.

Within the financial crime enforcement ecosystem, the SFO's role is to focus on serious or complex fraud offending that is generally beyond the capability and mandate of other agencies. To assist stakeholders with understanding our current priorities, we will develop and publish our strategic areas of focus. This promotes system efficiency and ensures that the SFO's specialist capabilities are available to be deployed where most needed.

We recognise that the impact of pursuing a case can be broader than whether convictions are ultimately obtained at trial. Our cases can have impact in a variety of ways, including through non-prosecution outcomes such as raising public awareness of a harmful trend, informing our prevention work, by sparking legislative change or by supporting another agency to take appropriate action within their remit. We have calibrated our case impact assessment and reporting to take such factors into account.

What will we do?

To enable us to target cases with the greatest potential impact, our work will include:

> Strategic intelligence

Create strategic intelligence capabilities to improve our environmental scanning, detection of cases and inform our strategic areas of focus.

> Maximising outcomes

Maximise prosecution outcomes, and other avenues such as referrals, guidance or communication to disrupt and deter serious financial crime.

> Strategic areas of focus

Develop and publish strategic areas of focus so that stakeholders understand where we will be prioritising our resources.

How will we know when we are successful?

We will use a range of indicators to measure our success in Case Impact. These may include:

- case studies of the impact from our work, including raising awareness,
- a positive change in a trend or pattern of offending,
- stakeholder feedback about our strategic focus areas and outcomes from our cases,
- systemic change, reforms or improvements that follow our cases,
- international interest in or recognition of our cases.

Prevention

Lift counter fraud culture and capability in the New Zealand public sector



While investigation and prosecution will always be critical, effective prevention measures are also key to reducing harm from fraud and corruption. We play a role in preventing financial crime and making the commission of fraud and corruption more difficult through our Counter Fraud Centre – Tauārai Hara Tāware (CFC).

As there is high public interest in reducing fraud on public funds, the CFC focuses primarily on lifting counter fraud culture and capability in the New Zealand public sector. International experience suggests a degree of complacency in public sector fraud controls. This can allow fraud on public funds to go undetected. The CFC focuses on building resilience and supporting the public sector to design and implement effective prevention systems.

Our investigations and prosecutions inform and complement our prevention activities, including by providing case studies to assist public and private sector partners to improve their resilience. In addition, our case work heightens public awareness and adds credibility to the need for fraud controls.

The CFC's work programme over the coming years includes:

- providing customised counter fraud support,
- cross-government engagement, sharing technical knowledge and providing opportunities for collaboration through our Community of Practice,
- providing learning resources for government organisations,
- providing guidance on the design and delivery of funding projects to improve processes and outcomes.

The CFC is strongly connected with key government agencies which have an oversight or integrity role, including The Treasury, Office of the Auditor General and the Public Service Commission.

In addition, we work closely with members of the International Public Sector Fraud Forum, including the UK Public Sector Fraud Authority and the Australian Attorney-General's Office, to take advantage of international best practice and understand the constantly evolving fraud landscape.

What will we do?

To lift counter fraud culture and capability in the New Zealand public sector, our efforts will include:

➤ **Increasing public sector resilience**

Lead efforts to increase public sector resilience to fraud and corruption through counter fraud activities.

➤ **Aligning with our Operations Team**

We will use lessons from our Operations Team to deepen our understanding of fraud and corruption threats and inform the guidance offered by the CFC.

➤ **Building international connections**

Build the CFC's international connections to maximise international best practice.

How will we know when we are successful?

We will use a range of indicators to measure our success in Prevention. These may include:

- Community of Practice feedback about how prevention products are effective in strengthening the response to fraud and corruption,
- case studies showing prevention outcomes,
- customer feedback at CFC events.

Connection

Enhance stakeholder engagement and system contribution - domestic and international



The SFO must balance the confidential nature of its operations against meaningful stakeholder engagement. Enhancing connection with our stakeholders will help us:

- better understand our operating environment,
- build awareness of the SFO's role and interests,
- encourage referrals that align with our strategic areas of focus,
- support effective communication on case outcomes and counter fraud guidance.

Effective connections are critical to ensuring that we are successful in our other three strategic priorities: focusing our operations efforts in the right areas, supporting partners to build resilience against fraud and corruption and future proofing our capability through scanning potential threats and opportunities. We will be developing a strategic programme for engaging with our stakeholders to ensure we maximise connections for mutual benefit.

In addition, the SFO plays a valuable role in promoting a system-wide approach in its areas of expertise which we will build on over the next four years. Our system contribution supplements and complements our core operations, including:


- contributing to the New Zealand Justice sector,
- supporting other domestic agencies to fight financial crime,

- supporting the Pacific region in combating serious fraud, including corruption,
- raising New Zealand's response to the global challenges of tackling foreign bribery.

Together with Police and Ministry of Justice, the SFO is leading the development of a National Counter Fraud and Corruption Strategy to improve system-wide coordination. This work will evolve over the next four years.

We also maintain strong partnerships with private sector stakeholders, such as accounting firms and banks.

In addition to domestic stakeholders, there is a growing need to invest in key international connections due to the emergence of cross border issues. New Zealand's membership in the international anti-corruption and counter fraud community enhances our ability to address the threat domestically and demonstrates our commitment to the global fight. We maintain strong, active partnerships with our international counterparts such as in Australia, the United States, the United Kingdom and Canada, and we fulfil a range of international obligations on behalf of New Zealand. This includes having an employee at the International Anti-Corruption Coordination Centre and chairing the International Foreign Bribery Taskforce in 2023.



Over the next four years, the SFO intends to work with the public and private sectors in New Zealand to develop a national counter foreign bribery strategy. This aims to enhance New Zealand's compliance with our obligations under the United Nations Convention Against Corruption and the OECD Anti-Bribery Convention and to raise our contribution in the global effort to fight corruption. A national strategy will also help promote awareness and detection of this type of criminal activity in New Zealand.

In recent years, the SFO has provided ad-hoc investigation and prevention-related support to our Pacific neighbours. We will be looking to develop a more formalised engagement programme for our work with the Pacific that is aligned to New Zealand's role and priorities in the region.

What will we do?

To enhance stakeholder engagement and system contribution, our work will include:

➤ National Counter Fraud and Corruption Strategy

Together with our partners, we will lead the design and delivery of a National Counter Fraud and Corruption Strategy.

➤ Meeting NZ's international obligations relating to anti-corruption

- Participate in OECD Working Group on Bribery and United Nations Convention Against Corruption reviews of New Zealand and other countries.
- Chair the International Foreign Bribery Taskforce in 2023.

➤ Responding to the threat of foreign bribery

Lead the development of a national counter foreign bribery strategy.

How will we know when we are successful?

We will use a range of indicators to measure our success in Connection. These may include:

- stakeholders' feedback on connectivity with the SFO,
- more referrals or better case detection through improved connections,
- feedback from system participants about our system contribution, such as the foreign bribery strategy or 'club funded' electronic forensics initiative which delivers electronic forensics capabilities to participating government agencies,
- stakeholder feedback or stories about the National Counter Fraud and Corruption Strategy,
- recognition of achievements in monitoring reports, such as regarding UNCAC and OECD obligations.

Future-proof capability



Invest in our people and infrastructure to meet and anticipate our operating environment

Exponential technology growth worldwide has changed the way that fraud is perpetrated, investigated and prosecuted, with every indication that this trend is expected to continue. As a result, fraud and corruption has become inherently more complex, investigating it is more resource intensive and we face increasing legal challenges by those we investigate.

To maintain the quality and impact of our operations into the future, we must take a forward-looking and sustainable approach in the way we invest in our capabilities today. This includes how we:

- grow our people to ensure we have the right skills, experience and competencies to meet our evolving environment, including investing in technical training and certifications,
- invest in our technical equipment and infrastructure,
- operate our case assessment and management processes.

Our people are proud of the work we deliver. They are high performers, whose skill and commitment are crucial to our success. The vast majority of our people are responsible for delivering our core frontline operations, backed by a lean support function. We operate in a competitive market for the specialist expertise and experience needed to address serious

financial crime, which is highly sought after in both the public and private sectors. This is especially acute in a generally tight labour market and can be exacerbated by an inability to meet market salary rates. While we have made considerable investment in strategies to reduce employee turnover in recent years, it is important we remain an employer of choice.

Key to this will be fostering our culture of empowerment, putting our people first and trusting them to deliver. This approach has been successful in maximising performance and has helped us build a highly motivated and engaged workforce, as evidenced by our 2022 overall engagement score of 75%, compared to a public sector average of 62%. We seek to actively grow a workforce that is diverse and representative of demographics, which observes the principles of Te Tiriti in its operations where relevant, and provides a flexible and inclusive environment.

As we develop our people, we must also ensure we have the right tools in place to support their work. While the SFO is a relatively small agency, we face many of the same challenges as larger organisations. The SFO must maintain a reputation for secure management of confidential information. Failing to do so could adversely affect the trust and confidence others hold in the SFO and our ability to be effective. We also have to contend with the increasing complexity of our work. This means we must

continue to invest in the right investigative tools and grow resilience in our processes (such as how we manage our evidence or manage risk) and corporate infrastructure, particularly cyber security.

Integral to future proofing the SFO is creating the capacity to scan the horizon, both here in New Zealand and globally, so that we can anticipate how we can prepare for new threats and trends.

What will we do?

Our work in future-proofing our capability will include:

➤ Enhancing our culture

- Continue to work on our culture so that we:
 - attract and retain talent,
 - build a workforce that reflects NZ's diversity,
 - enhance cultural competencies,
 - offer salaries aligned with the market.
- Refresh SFO values.

➤ Building resilience in our organisation

- Further grow organisational resilience in areas including: cyber, finance, risk, and privacy.
- Invest in the right operational infrastructure, equipment and tools.

➤ Reviewing our internal processes

- Review and strengthen our evidence and case management processes and systems.
- Enhance our complaint assessment process so it aligns with our strategic priorities and victim needs.

➤ Scanning for the future

Develop a capacity to scan for future challenges and opportunities.

How will we know when we are successful?

We will use a range of indicators to measure our success in future-proofing our capability. These may include:

- employee engagement surveys,
- SFO workforce analysis such as employee turnover, changes in diversity and case studies,
- stories or case studies about investment creating resilience within the SFO.



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to section 39 of the Public Finance Act 1989.



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TE TARI HARA TĀWARE