



Te Tari Taiwhenua
Internal Affairs



2021-2025

Ngā Takune Rautaki

Strategic Intentions

Our Purpose

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

Tō Tātou Whāinga

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 Mātāpono

Our principles and behaviours.

Kotahitanga

Expresses values of togetherness, solidarity, collective action, reciprocity and respect. Strength in unity.

Manaakitanga

To manaaki is to show kindness, respect and hospitality towards others. This principle is about maintaining and nurturing relationships and ensuring people are looked after.

We make it easy, we make it work

- Customer centred
- Make things even better

He Tangata

People are important to what we do and the culture we create. This principle is about people, both internal and external, being important.

We're stronger together

- Work as a team
- Value each other

Whanaungatanga

Kinship and relationships. This principle is nurtured through shared experiences and working together, which provides people with a sense of belonging.

We take pride in what we do

- Make a positive difference
- Strive for excellence

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Te Kāwanatanga o Aotearoa
New Zealand Government

Rāranga Upoko

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Kupu Whakataki: Minita mō Te Tari Taiwhenua

Foreword: Minister of Internal Affairs

Te Tari Taiwhenua Department of Internal Affairs plays a role in the everyday lives of New Zealanders from birth to death, touching on big life events in between. This includes managing and protecting identity information like birth and marriage certificates and passports.

The Department is working to make it easier for New Zealanders to access government services as our experience from the COVID-19 pandemic demonstrates the value and increased need for streamlining and integrating services online.

It also plays a significant role in protecting New Zealanders by keeping them safe online and focusing on reducing harm in our communities through compliance work across digital safety, financial transactions, charities and gambling regulatory regimes.

I know the Department's mahi will continue to provide value across its many services including public recordkeeping, preserving and making our documentary heritage accessible, library services, community advice and development and the administration of grants.

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

Statement of Responsibility

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

Tauākī Kawenga

Kei te rata ahau ko ngā mōhiohio mō ngā koronga rautaki kua whakaritea e Te Tari Taiwhenua kei te hāngai ki ngā kaupapahere me ngā taumata hei whakatutuki a te Kāwanatanga.



Hon Jan Tinetti
Minister of Internal Affairs
October 2021



Tirohanga Whānui mai i te Pou Whakahaere

Overview from the Chief Executive

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

I am pleased to present Te Tari Taiwhenua Department of Internal Affairs Strategic Intentions for 2021-2025. This document outlines our priorities for the next four years, as we aim to serve and connect people, communities and government to build a safe, prosperous and respected nation.

The Department has a wide range of duties and responsibilities. We are focusing our intentions on making progress towards achieving five broad outcomes for the benefit of people, communities and the government.

- Oranga hapū, iwi, and Māori is improved through an enduring, equitable and positive Māori-Crown partnership
- Communities across New Zealand are safe, resilient and thriving
- People's sense of belonging and collective memory builds an inclusive New Zealand
- New Zealand is a well-functioning democracy across central and local government
- People can easily access services and information

Some of the major initiatives we have planned or under way include:

Three Waters Reforms, a system-wide transformation of the way three waters services are regulated and provided to communities. We will support the Government to implement the final decisions on the reforms, and lead the significant work required to design and transition to a new system.

An independent **review into the Future for Local Government** in response to major reforms in the sector. The review is intended to identify how our system of local democracy and governance needs to evolve to be fit for the future and will run to 30 April 2023.

Delivering reimagined life event and identity services (births, deaths, marriages and civil unions, citizenship, and passports) through the **Te Ara Manaaki programme**. Our vision is to put customers and their whānau at the heart of everything the Department does and to continuously make it easier for people to access these services.

Tāhuhu, the development of a national documentary heritage hub and the provision of safe, secure storage for the nation's documentary heritage past 2030. This will benefit our diverse audiences and provide improved public services through access to the collections in one location.

Moving our regulatory focus from compliance, to include regulatory system stewardship so that communities in New Zealand are safe, and the wellbeing of iwi is improved. We are implementing a new **strategic direction for gambling** that emphasises community wellbeing aligning to our outcomes and the Government's wellbeing priorities.

I am committed to driving forward our mahi to make progress towards achieving our outcomes over the next four years. I am confident that the Department is well placed to continue to make a positive difference to the wellbeing of people and communities.

Statement of Responsibility

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

Tauākī Kawenga

I te waitohutanga o tēnei tauākī, e mōhio ana ahau kei ahau te kawenga mō ngā mōhiohio mō ngā koronga rautaki kei te Tauākī Whakamaunga Atu mō Te Tari Taiwhenua. He mea whakarite ēnei mōhiohio e ai ki te Wāhanga 39 me te 40 o te Ture Pūtea Tūmatanui 1989.



Paul James

Secretary for Internal Affairs, Secretary for Local Government, Secretary for Racing,
Government Chief Digital Officer, Chief Executive of the Department of Internal Affairs
October 2021

Te Āhuatanga me te Hōkai o ngā Mahi

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 Whāinga

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.

The Department's purpose remains consistent, even as the functions and services we perform evolve and develop. We aim to make New Zealand a better place to live and work with people, communities, and other parts of government – both central and local, to enhance the lives of the people who live in New Zealand.

Our ministerial portfolios

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

Internal Affairs	Hon Jan Tinetti
Community and Voluntary Sector	Hon Priyanca Radhakrishnan
Diversity, Inclusion and Ethnic Communities	Hon Priyanca Radhakrishnan
Digital Economy and Communications	Hon Dr David Clark
Local Government	Hon Nanaia Mahuta
Ministerial Services	Rt Hon Jacinda Ardern
Racing	Hon Grant Robertson



Our roles and functions

The Department operates under a single Vote of approximately \$972 million to support activities under the seven portfolios.

The Department has a broad range of responsibilities and functions that span Information and Communications Technology (ICT) investment, information management, working with communities, ensuring effective regulatory frameworks are in place, supporting the executive and local government, and delivering a range of services to support and foster social cohesion, inclusion and a sense of belonging.

The Department is the home of the Government Chief Digital Officer (GCDO) and the Government Chief Privacy Officer (GCPO) and leads the digital transformation of government across the state sector. In this respect, we support our state sector colleagues to meet the needs of New Zealanders and the Government through better investment in ICT and to maintain the privacy and security of New Zealanders' information.

The Department is the home of the National Library of New Zealand and Archives New Zealand, which act as the memory of society and the memory of government respectively. These institutions play an important role in preserving New Zealand's documentary heritage and ensuring a full and accurate public record is created and maintained.

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 recordkeeping, charities, unsolicited electronic messages, anti-money laundering and private security personnel and private investigators
- providing policy advice to government on local government, the community and voluntary sector, the Fire Service, identity and citizenship, digital, classification and online harms, gambling and racing
- protecting, preserving, collecting 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 Ministers to ensure executive government operates efficiently and effectively
- coordinating and managing official guest of government visits to New Zealand and arranging national commemorative events
- supporting public and government inquiries
- administering a range of statutory functions for the Minister of Local Government, including for Lake Taupō and offshore islands
- leadership of the public sector's investment in ICT systems and digital platforms.

The Ministry for Ethnic Communities is an independent departmental agency within the Department of Internal Affairs. It is the Government's chief advisor on ethnic communities, ethnic diversity and the inclusion of ethnic communities in wider society. The Ministry is included in this document, as it is newly established and is engaging with communities to develop its own strategic goals.

The Department monitors the performance of three Crown entities (the New Zealand Fire Services Commission, the Office of Film and Literature Classification, and Taumata Arowai, the New Zealand water regulator) and manages the appointment process for members of a range of trusts, committees and boards.

Ngā Whakaarotau Kāwanatanga

Government Priorities and Strategic Context

How we support Government's priorities

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

The Government's current priorities fall under three broad themes:

- ▶ Continuing to keep New Zealand safe from COVID-19
- ▶ Accelerating the recovery and rebuild from the impacts of COVID-19
- ▶ Laying the foundations for the future, including addressing key issues such as our climate change response, housing affordability and child poverty.

What this means for the Department

We need to ensure that the outcomes we seek to achieve are consistent with and contribute to the Government's priorities. Our outcomes are broad because of the diverse range of responsibilities we have and the variety of ways in which we contribute to and support Government priorities.

Our strategic context

Our strategic context has an impact on what we need to do to develop and evolve the services and functions we provide. Changes to our context can happen quickly and we must try to anticipate as much as possible to ensure we are well-placed to adjust our goals and objectives. The Department's ability to respond to our strategic context and in response to emerging issues and challenges is important.

The key features of our current strategic context include:

Global pandemic

The COVID-19 global pandemic is having and will continue to have a major impact on people's lives and the ways society and government operate for some time. The focus will be as much on recovery from the broad effects of the pandemic as managing the direct impacts. The pandemic creates a degree of uncertainty that requires organisations to be prepared to respond quickly to changes in public health requirements, economic conditions, travel limitations and a myriad of other factors. The Department will need to continue to support the Government's response to the pandemic and recovery from its effects.

Economic recovery

One of the major impacts of the pandemic for the Department has been international travel restrictions reducing demand for New Zealand passports. Uncertainty over when this demand will be restored and the possibility that demand will fluctuate when international travel reopens will pose a challenge to the resourcing of the passport service and the ability to maintain the high levels of timeliness that are expected.

Central and local government co-operation

Neither central nor local government can effectively meet the challenges, such as infrastructure investment, climate change, and the changing economic environment that New Zealand faces over the coming decades on their own. Joined-up solutions, greater co-operation between central and local government and system-wide approaches to how to invest in and deliver initiatives and infrastructure of national significance and importance will be a feature of the coming years.

Barriers to inclusion and participation

Barriers to participation exist for sections of the population, and some communities are more vulnerable to isolation than others. Reducing these barriers and supporting and enabling communities to be able to participate and contribute on their own terms is an ongoing challenge. As services and functions becoming increasingly digital, the risks that digital exclusion present are magnified. Enabling services and information to be more accessible to all will be important.

Māori-Crown partnership

The way that Māori and the Crown effect the partnership under Te Tiriti o Waitangi will continue to evolve and develop. Partnering on different ways to design, deliver and govern services is a greater feature of how the Crown and iwi work together to ensure that services and activities deliver results for the country. Whānau, hapū and iwi have a desire to develop their own capability to ensure the future conservation and preservation of their taonga and mātauranga, in a way that is led and driven by them.

Diverse communities

New Zealand is an attractive place to live and people from all around the world want to live here. As a result, many diverse communities live in New Zealand and over a quarter of residents were born overseas (27.4% in 2018). Superdiversity, especially in major centres, is a feature of New Zealand communities. Reaching these diverse communities, and ensuring services are accessible for them, is important for social and economic wellbeing. Supporting community-led development recognises and honours the value of diverse communities to society as a whole.

Regulation in the online domain

Regulated activities continue to shift into the online domain and the models and methods of regulation have not always been able to keep up with this shift. Challenges include issues of jurisdiction, regulating off-shore providers or participants (such as online gambling), and the consistency and applicability of regulatory mechanisms to both on-shore activities and offshore and online equivalents. The online domain is always evolving and that means that regulatory practice needs to be forward-looking, so that the Government can be given the best advice possible.

Cybersecurity

Technology will continue to provide opportunities within government for innovation, efficiencies, and productivity gains. However, the vulnerability of critical services to disruption continues to be a growing issue, whether through deliberate or inadvertent actions that impact on service availability and security of sensitive and personal information. The number of cybersecurity incidents is growing, and they range in scale from localised, specific attacks to global incidents affecting multiple countries simultaneously. Protecting against and responding to cybersecurity incidents is an all-of-government challenge that intersects with the Chief Executive's responsibilities as Government Chief Digital Officer.

Joined-up delivery and seamless access to the public

Expectations for the accessibility and ease of use of services are increasing. This means people want to be able to engage with joined-up services that span across relevant agencies, rather than engaging multiple times with each different agency. The public service is expected to act as a cohesive system and agencies are expected to work together to a greater extent than has been the case. The systems and processes required to support all-of-government approaches require considerable co-ordination and co-operation. The Department has a range of functions and responsibilities, such as the supply of identity information, that support and facilitate these types of all-of-government or cross-agency approaches.

Preserving and enhancing access to our nation’s documentary and recorded heritage

The capacity to safely and securely store, preserve and make accessible the nation’s documentary heritage is limited, while the challenges and expectations for managing both physical and digital heritage materials are growing. New Zealanders expect access, either physical or digital, to the taonga held by the National Library, Archives New Zealand and Ngā Taonga Sound & Vision. Taonga can then be used to create knowledge and develop a sense of collective identity as a country, for the benefit of Tiriti partners, educators, researchers, children and whānau.



Te Pou Tarāwaho Hua

Outcomes Framework

The Department of Internal Affairs has developed and continues to refine its organisational strategy. Called Ā Mātou Mahi, this strategy includes our purpose, five outcomes and the priorities for how we will make a difference over time for people and society.

The outcomes framework has been expanded with the addition of a new outcome for Māori-Crown relationships. The other outcomes developed for the 2019 Strategic Intentions remain in place.

This strategy now also includes the difference we are aiming to make over a 10-year time horizon. These represent what success will look like over the long-term.

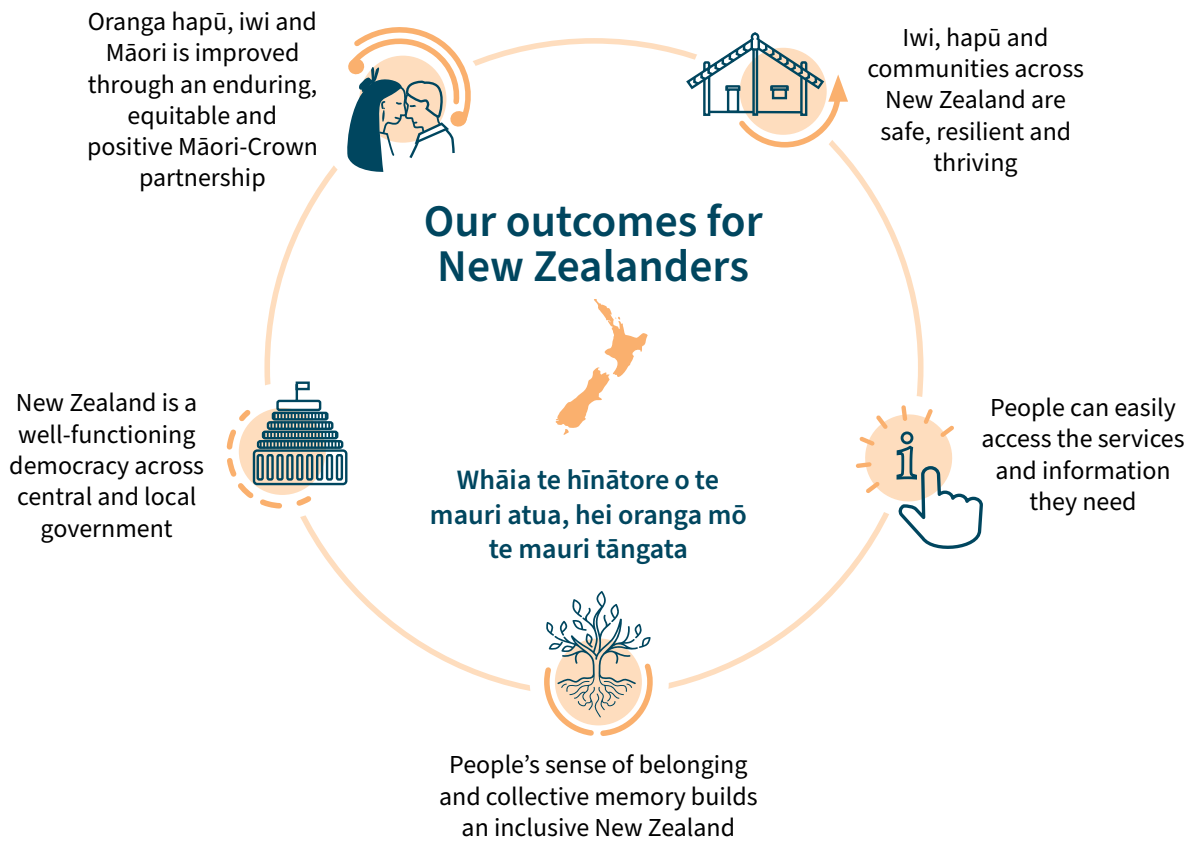
Our purpose

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

Outcomes Framework

Our Purpose

To serve and connect people, communities and government to build a safe, prosperous, respected nation



Outcome: Oranga hapū, iwi and Māori is improved through an enduring, equitable and positive Māori-Crown partnership

Tūāpapa - Whāia te hīnātoke o te mauri atua, hei oranga mō te mauri tāngata

The pursuit of environmental sustenance and potential, enhances the wellbeing and life essence of people and place.

Intermediate Outcomes

- Mātauranga Māori is respected and valued
- Māori, iwi and hapu aspirations, interests and rights are understood and respected

This outcome derives from concepts in the Māori account of Ranginui and Papatūānuku. At the heart of this statement is the word “mauri” or the life force, linking the mauri of our environment with the mauri of people and place. This is consistent with the view shared in Māoridom that if the land and waters are well, so too are the people and community they live in.

Making the link between the land and waters, people and community, and wellbeing will guide our engagement with hapū, iwi and Māori on outcomes and Treaty rights and interests. This concept of oranga or wellbeing also aligns well with our other outcomes. Incorporating these concepts into our strategic framework signals our commitment to lifting our capability to engage with te ao Māori.

Success will mean that by 2030 we will see:

- te ao Māori capabilities in Te Tari Taiwhenua are lifted
- mātauranga Māori is respected, valued and protected
- Māori, iwi and hapū aspirations, interests and rights are understood and reflected in our work programmes
- strengthened Treaty partnership with Māori through a mix of co-design, management and governance
- Te Tari Taiwhenua can report on outcomes and impact for Māori.

Outcome: Communities across New Zealand are safe, resilient and thriving

Intermediate Outcomes

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

The Department is good at responding to events and incidents that impact on communities and in providing practical support. In the future, we will proactively identify and work with iwi, hapū and communities to build their own capability to make decisions locally for greatest impact on what affects them. The unique characteristics of diverse communities means that a “one size fits all” approach is unlikely to be successful.

Our approach to regulation will aim to be more than simply compliance, but is centred on achieving the benefits of the regulated activities while minimising harm to individuals and communities.

Success will mean that by 2030 we will see:

- well informed community-led decision-making enables people to develop their own futures and place
- diversity is embraced in New Zealand so that all people (iwi, hapū and communities) are included and visible
- partnering for direct delivery by iwi, hapū and communities
- reducing harm, both on and off line, through ongoing improvement in prevention and response
- funding and granting mechanisms resulting in positive outcomes for all iwi, hapū and communities.

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

Intermediate Outcomes

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

We hold a lot of information that is important to collective memory and our care of that is excellent, but it is not as easily accessible as it could be and there are gaps in what is collected.

In the future, we will ensure the breadth of New Zealand’s stories is captured and kept alive as accessible, shared and understood narratives across communities in Aotearoa.

We will also recognise and acknowledge the diversity of New Zealand communities, which is important for fostering social inclusion. There will always be many New Zealand stories from different perspectives.

Success will mean that by 2030 we will see:

- the embracing of diverse communities strengthening our identity as a nation
- New Zealand stories being celebrated, accessible, shared and understood
- government information, websites and public portals that are reflective of te ao Māori as a matter of course.

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

Intermediate Outcomes

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

The Department has a wide range of relationships across central and local government. We will develop creative ways of working in partnership that enable us both to better reflect and respond to the communities we serve.

The Department also plays an important role in fostering all-of-government solutions, especially in the information and data realm. The reach and complexity of all-of-government information, communications and technology systems will continue to grow over time as efficiencies and productivity gains are striven for across government.

We also provide support services and resources to Ministers (and Parliamentary Under-Secretaries) to perform their duties as members of the Executive. This includes ministerial office staffing arrangements, entitlements, such as VIP transport and Crown-owned ministerial residences, and the use and disclosure of ministerial expenses and allowances.

Success will mean that by 2030 we will see:

- our people being provided with the tools and knowledge to support a highly functioning Executive
- building confidence, participation and engagement in democratic processes
- building confidence in, and understanding of, local government to enable greater productivity.

Outcome: People can easily access services and information

Intermediate Outcomes

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

The Department is efficient at processing peoples' requests for services and information. In the future, we will go beyond just service provision to enable people to get to the outcome they need to fully participate in and benefit from New Zealand society (eg from delivering passports to enabling travel).

With greater control over their own data individuals will be able to opt in to more all-of-government or cross-government services and systems. They will receive faster and more efficient provision, including greater automation, while also respecting privacy and security.

Ensuring that the opportunities and gains of digital service provision are realised is important, but equally vital is ensuring services and information are accessible to all and that barriers to inclusion are reduced over time.

Success will mean that by 2030 we will see:

- people having more control of their data, which is accessed with their consent
- people's circumstances driving automated, transparent public sector services
- the public sector operating off standardised, interoperable, and common digital systems
- all people having access to high-performing infrastructure services
- all New Zealanders having what they need in an increasingly digital world to fully participate in and benefit from New Zealand society.

Tā mātou kōkiri i te panonitanga hei whakatukuki i ō mātou whāinga

How we will drive change to deliver our goals

Oranga hapū, iwi, and Māori is improved through an enduring, equitable and positive Māori-Crown partnership. Māori, iwi and hapu aspirations, interests and rights are understood and respected

Supporting iwi, hapū and communities to lead their own development and manage their taonga as kaitiaki

We strive to provide whānau, hapū and iwi with easy access to collections, taonga and mātauranga held by National Library and Archives New Zealand. We also intend to understand and respond to their aspirations for caring for their own mātauranga. This may include enabling taonga to stay in communities to allow iwi and Māori to carry out their roles as kaitiaki.

Whānau, hapū and iwi have a desire to develop their own capability to ensure the future conservation and preservation of their taonga and mātauranga, in a way that is led and driven by them. We are working to establish internship opportunities that go beyond research to offer skills growth and development experiences. We are also working to reduce barriers to access so that whānau, hapū and iwi can actively work with their taonga and mātauranga. This includes developing a Māori-led academic offering on conservation and preservation of taonga.

Iwi and hapū can access whakapapa information

The Department will work with iwi to understand their needs and expectations for collecting, storing and sharing iwi affiliation information, and are actively considering options that would provide the ability for Māori to self-assert whakapapa when registering a birth. If the Department were able to collect whakapapa data as part of birth registration, people could formally assert their iwi and hapū affiliations, and iwi and Māori authorities could have access to that self-assertion data for their own purposes. This will support the Department in contributing to an improved Māori-Crown relationship by contributing to the recognition of data sovereignty and considering better ways to support iwi affiliation.

Engagement with Māori on digital and technology

Māori participation in the digital and technology sector is critically low. We will establish strong and enduring relationships with Māori, including the Data Iwi Leaders Group and settled iwi under the recently-signed Mana Ōrite Agreement. We will also lead and coordinate a community of practice for Māori leaders in the digital and technology sector.



Mātauranga Māori is respected and valued

Developing our approach to Mātauranga Māori

We recognise that we need to develop our own approach and understanding of mātauranga Māori. We want our engagement with Māori, their taonga and mātauranga to be genuine, meaningful and live up to the commitments under Te Tiriti o Waitangi.

In the culture, heritage and information management sectors, we want to ensure that we understand what mātauranga Māori is, what it means for the work that we do, how we can see ourselves in this work, and what our collective contribution will be. This will inform the way that we partner with Māori to support them to reach their aspirations in caring for their mātauranga.

We are also supporting the revitalisation of te reo Māori through our shared commitment under Maihi Karauna. We will be looking at ways to develop staff capability, enabling kura and iwi to engage with us in te reo me ōna tikanga Māori and having more resources available for learning.

Te Ara Taonga and Treaty Settlement obligations

To better support iwi, hapū and Māori aspirations in the culture and heritage space, agencies in the sector made a commitment to approach Treaty settlements collectively through Te Ara Taonga (led by the Ministry for Culture and Heritage).

As New Zealand begins to move towards an increasingly post-settlement world, we recognise the opportunity that Te Ara Taonga provides to be proactive in our future thinking on Māori-Crown partnerships as a sector. We understand the barriers and frustrations that many hapū, iwi and Māori face having to engage on the same kaupapa with a range of different ministries and departments within the same sector.

As a sector we want to work beyond Treaty settlements to create an approach that focuses on fostering effective, practical and sustainable partnerships with Māori, and supports their future aspirations for their mātauranga and taonga.

The inter-agency relationships created through Te Ara Taonga provide a significant platform for pursuing opportunities to support iwi researchers and students to engage in, and with, the culture and heritage sector. Together with Ngā Taonga Sound & Vision and Te Papa Tongarewa we will work together to design and develop a 12-week experience for iwi researchers/students that supports them to meet the culture and heritage aspirations of their iwi and tell their stories.

Communities across New Zealand are safe, resilient and thriving Regulated activities minimise harm and maximise benefits to people and communities

Three Waters Reform

Building an effective, affordable, resilient and sustainable three waters system (drinking water, stormwater and wastewater) will provide lasting benefits for our communities our economy, and the environment. We are responsible for leading the reform of the three waters system, and for monitoring the performance of Taumata Arowai – the new waters services regulator.

The service delivery reforms involve a system-wide transformation of the way three waters services are regulated and provided to communities. A comprehensive, integrated package of reform proposals and a support package for local government have been proposed. A key system change is the active recognition and provision of te mana o wai statements that proposed water services entities will be required to embed into their operations from governance to delivery. We will support the Government in making its final decisions on the reform proposals and will implement the reforms that are agreed.

We will support the Government to implement the reforms, and lead the significant work required to design and transition to the new system. This includes working with the Ministry of Business, Innovation and Employment to establish new economic regulation and consumer protection regimes necessary to ensure three waters services are delivered efficiently, effectively and affordably to consumers.

The Department will also monitor Taumata Arowai to ensure water services are provided to standards necessary to achieve improved and more consistent public health and environmental outcomes for the benefit of all consumers and communities.

Regulatory system stewardship

We have developed a strategy to move our regulatory services from a focus on compliance, to a focus on regulatory system stewardship so that communities in New Zealand are safe, and the wellbeing of iwi is improved. The strategy positions our regulatory services to be at the forefront of regulatory excellence. We are concurrently implementing a new strategic direction for gambling that emphasises community wellbeing aligning to our outcomes and the Government’s wellbeing agenda.

We will continue to focus our gambling advice on the regulatory settings needed to manage harm from online gambling by New Zealanders, along with improved measures to minimise harm from Class 4 Gambling (“pokie machines”). This work will ensure New Zealanders who choose to gamble are protected, especially those most vulnerable to gambling harm.

Modernising content regulation and providing greater protection against online harms

We will be modernising the media content regulatory system and providing greater protection against online harms through the content regulation review. The review will be supported by the Ministry for Culture and Heritage and will lead to a modern, flexible and coherent regulatory framework to address all harmful impacts of media content, regardless of the way the content is delivered.

We will complete the legislative process to amend the Films, Videos and Publications Classifications Act 1993 to ensure prevention and mitigation of harms caused by objectionable publications. The Department is also progressing recommendation 41 of the Royal Commission of Inquiry into the terrorist attack on Christchurch masjidain to make further amendments to that Act in relation to racism.

Embedding the Countering Violent Extremisms (CVE) Online team and reduction of online harmful content

We will help facilitate the swift removal of online violent extremist content from platforms and continue to build strong working relationships with government agency partners, overseas law enforcement and technology platforms. In doing so, we will ensure New Zealanders know where and how to report online violent extremist content. This will require a community approach and trusted relationships with civil society. As our capability grows, we will explore further online prevention initiatives, in consultation with relevant government and non-government agencies.

Anti-Money Laundering (AML) – implement mutual evaluation recommendations

We will support the statutory review of the Anti-Money Laundering /Countering the Financing of Terrorism Act. The review will result in recommendations for regulatory and legislative change to strengthen the AML framework.

We will also focus on implementing the Financial Action Taskforce Mutual Evaluations recommendations to strengthen the AML/CFT framework and our delivery of services to ensure the integrity of and public trust in New Zealand's financial system.

Privacy leadership and facial recognition

The Department is responsible for providing privacy leadership in government through the role of the Government Chief Privacy Officer (GCPO). We set standards and guidance, build capability within government agencies, and provide assurance to Ministers on privacy matters.

Inappropriate use of facial recognition technology by government agencies poses a risk to New Zealanders. We will provide improved tools and guidance to better manage this risk for current users of this technology, while supporting continued innovation in how it is used in government.

Māori are supported to realise their aspirations

Creating an indigenous approach to community-led development

The Department is working with hapū to co-develop a framework for hapū-led development. The Department has identified gaps in the way Māori access our existing funds and the Community-led Development Programme. There is a need and opportunity to scope a new tikanga Māori approach that better supports Māori to lead their own development.

Hapū-led development is about supporting Māori to achieve their aspirations, on their own terms and in their own time. The Department is starting a hapū-led development journey from a place of mana motuhake / self-determination, recognising the need to co-develop a strengths and Tiriti-based approach. This is an opportunity for the Department to learn from existing programmes, such as the Community-led Development Programme, to better support hapū in a te ao Māori way.

Communities are supported to develop and prosper

Community resilience to natural hazards and climate change

New Zealand communities are exposed to a wide range of natural hazards which are being exacerbated by the effects of climate change. The Community Resilience work programme is a partnership working with local government to help better manage these risks through investing in risk reduction measures and supporting councils to manage natural hazards and the effects of climate change. The programme will provide the Government with options for reforming the Land Information Memorandum (LIM) system by which local government discloses information on natural hazard risk to property buyers and sellers. We are also contributing a community resilience perspective to the Government's work programme on the reform of the Resource Management System and the development of the National Adaptation Plan.

A community funding system that is inclusive and flexible

The Department is undertaking a review of Crown community funding with the objective to support a community funding system that is more flexible, inclusive and honours Te Tiriti o Waitangi. Findings from an analysis into community funding identified the current system to be complex and ad-hoc with limited strategic direction. This has resulted in barriers for communities, inefficiencies in the system and inequitable funding outcomes.

We will identify potential options for a funding system that represents the most effective investment in community development and has a long-term intergenerational impact for iwi, hapū and communities, utilising good-practice principles. This review will align with changes being considered in the distribution of Lottery funding to ensure consistency and allow for more effective outcomes across community funding.

Charities Act Review

We have resumed the work to modernise the Charities Act 2005 by addressing practical issues that impede the effective functioning of charities, while ensuring the necessary transparency for public trust and overall confidence in the sector. This work is expected to lead to legislative proposals in 2022.

Racing industry recovery

We will complete the implementation of the racing industry reforms, working alongside key industry stakeholders such as Racing New Zealand to support a sustainable racing industry. The Racing Integrity Board (RIB) and the TAB NZ Board have been established as per the Racing Industry Act 2020. The newly appointed RIB will promote and ensure high standards of animal welfare, integrity and professionalism by those in the racing industry.

Hon Sir Bruce Robertson was commissioned to review the greyhound industry's response to the recommendations in Hon Rodney Hansen's 2017 report on animal welfare. Sir Bruce found that improvements in animal welfare and transparency should be made but the point has not been reached where immediate action by the Minister must be taken. We will support the Minister of Racing and Minister of Primary Industries with work required to follow up on the recommendations outlined in the review. This will include the RIB monitoring progress and reporting back to the Minister of Racing by the end of 2022 on the implementation of the recommendations.

New Zealand Libraries Partnership programme

Local libraries are safe spaces that support lifelong learning and offer access to essential online services. The New Zealand Libraries Partnership programme supports libraries to play a role in supporting their communities and people seeking jobs as part of the COVID-19 recovery. The programme is leveraging strategic partnerships to develop a foundation upon which the long-term sustainability of libraries can be achieved.

Strengthening the library workforce is a key factor in achieving this outcome, and the programme is offering professional development to ensure that libraries continue to be able to support the communities that depend on them.

Supporting implementation of new requirements of the Aotearoa New Zealand Histories curriculum

The introduction of the new compulsory history curriculum in 2022 presents an opportunity to connect young people with the histories and stories of Aotearoa New Zealand. We are working across the heritage system to determine how agencies can collectively support communities to tell their own local history to meet the new requirements. The role of the National Library and Archives New Zealand is to support teachers, students, hapū, marae and local libraries to access their collections, resources and services to support locally led story telling.

This includes the development of local resources for students working with public and school libraries and professional development and support. This approach will help to grow enquiring New Zealanders who are knowledgeable about the people, places and events that have shaped Aotearoa New Zealand.

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

Collective memory is enhanced by New Zealand’s documentary heritage

Tāhuhu: Preserving the Nation’s Memory programme

Tāhuhu: Preserving the Nation’s Memory includes the development of a new building in Wellington for Archives New Zealand. This will preserve and make accessible the record of government in fit-for-purpose, modern and resilient facilities that will ensure the best standards of care. The new Archives building will physically connect to the National Library via an airbridge, creating a national recorded and documentary heritage campus.

We are also planning for a new regional shared storage facility in Taitoko/Levin for National Library, Archives NZ and Ngā Taonga Sound & Vision (subject to funding decisions) to provide additional storage capacity for the holdings and collections of these institutions.

The recorded and documentary heritage campus creates the opportunity for the three heritage institutions to co-locate, partner and collaborate. This will benefit our diverse audiences and provide improved public services through access to the collections in one location.

Underpinning the development of these key infrastructure projects, we will continue to strengthen and support our ongoing relationships with mana whenua iwi across the Tāhuhu work programme as we recognise the significant role and place of tāngata whenua.

Utaina! Audio-Visual preservation programme

Utaina! is the collaborative programme between Archives New Zealand, the National Library and Ngā Taonga Sound & Vision to preserve the audio-visual (AV) heritage content of significance to the nation.

Magnetic media used to capture defining moments in our nation’s history and experiences of New Zealanders through the decades is ageing and the equipment required to play it back is now rare or obsolete. Utaina! will transfer AV taonga from media such as open reel tape, VHS video tapes and compact cassettes into digital formats that both support long-term preservation and offer greater opportunities for access by New Zealanders.

A culture of reading enhances literacy and knowledge

Developing literate citizens

Research shows that reading can transform people's lives. Three national reading initiatives are underway at the National Library to grow a nation of readers. The Communities of Readers initiative "Pūtoi Rito" was made possible with support from the Te Puna Foundation. Pūtoi Rito is working with four to six communities where there are significant inequities in access to books, libraries and reading role models. Community-led, the goal is to weave a whāriki of support to inspire a love of reading among tamariki and rangatahi.

The newly established Te Awhi Rito New Zealand Reading Ambassador is a national role model advocating the importance of reading in the lives of young New Zealanders. Te Puna Foundation and other partners provided substantial support to make this role possible.

The National Library also leads the He Pā Rito initiative, a cross-sectoral national conversation on the value and impact of reading. A series of opportunities is being explored with the intention to build understanding and a shared national agenda.

Services to Schools uplift

All New Zealand children and young people should have equal opportunities to resources and knowledge that support their learning. The National Library's Services to Schools is undertaking a significant programme of work to improve equitable access to library services and learning resources for school communities and young people with greatest need.

To achieve more equitable access, the National Library is improving the reach and impact of services to school communities and developing new ways of supporting schools and kura in areas of high priority and need. This includes an increase in resources and services to support Māori learners and ensuring that services are responsive to curriculum changes and literacy priorities.

New Zealand's national and cultural identity is fostered and respected

Archives 2057 Strategy

Archives 2057 is Archives New Zealand's guiding strategy. Over the next four years, Archives will leverage transformation work underway such as Tāhuhu to improve handling of and access to government records. This is crucial to uphold government transparency.

As well as further enhancements to our online channel and social media presence, we will deliver the all-new Archival Information Management System (AIMS) in early 2022. This will replace several legacy systems, and act as a key enabler for Archives to connect with the public and with regulated parties.

The implementation of an enhanced model of digitisation will see us significantly increase the volume of digitised records available.

We are partnering with the government information management sector to explore an all-of-government ontology. This will improve how agencies describe government records, making them more accessible and easier to find - including for mātauranga Māori and data of interest to Māori

National Library 2030 Strategic Directions

The National Library has the mission of creating cultural and economic value for New Zealanders through leadership and collaboration. The 2030 Strategic Directions signal our aim to remove barriers to knowledge, ensure New Zealanders have the skills to create knowledge, and preserve knowledge for future generations.

The three primary outcomes are that New Zealanders will:

- trust that their documentary heritage and taonga are collected, preserved and accessible
- easily access, share and use New Zealand's knowledge resources to innovate and create new knowledge
- have the literacy skills to achieve social, educational and employment success.

The Library is committed to ensuring the best possible outcomes through partnership and collaboration with the library sector, local communities, iwi Māori, cultural institutions and others.



Trusted citizenship and identity documents contribute to sense of belonging

Digital identity

The Department is working with the Ministry of Business, Innovation and Employment, Department of Prime Minister and Cabinet, and Statistics NZ to develop a strategy to enable Aotearoa New Zealand to flourish and prosper in the digital world. This strategy is built around three themes: mahi ake (growth), mahi tahi (inclusion), and mahi tika (trust).

Central to this is the work we are doing to progress the development of an approach to digital identity whereby people can have more control of their data, which is accessed with their consent. A regulatory regime that will accredit digital identity services against standards-based rules for security, privacy, identification management and interoperability will improve individual, private sector and government trust and confidence in the digital identity system. We will also support a new approach to guide government investments in digital identity technologies.

Modernising the Births, Deaths, Marriages and Relationships Registration Act

Birth certificates are often the most accessible form of identity document for many New Zealanders. The Department is working on legislative and regulatory changes to introduce a self-identification process for amending the sex shown on birth certificates. The Bill is currently making its way through the parliamentary process. The intent of the proposed changes is to significantly help transgender and intersex New Zealanders who need an identity document that reflects their gender in order to easily access information and services they need.

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

Executive government functions well through support services and advice

Providing support, services and advice

We provide a broad range of administrative and support services to Ministers to ensure New Zealand's executive government can function efficiently, effectively and transparently. As the employer of staff working in ministerial offices we will maintain our commitment to promoting a culture of wellbeing and respect for our people working on the Parliamentary precinct.

We will work with staff, union representatives and partner agencies to address issues raised in the Francis Review report, including providing appropriate resources and support for staff to manage their wellbeing and speak up when they need to. We will continue to invest in developing our people and modernising the tools, systems and processes that support Ministers offices, so the Executive and the public can be confident they have the capability and capacity to support existing and future needs.

Over the next four years we will continue to progress towards our target of a fully electric Crown fleet by 2025/26, by progressively replacing our vehicles with suitable fully electric options and investing in charging infrastructure at our VIPT transport depots.

Supporting the smooth transfer of government following an election is a core function for us. In the lead-up to the 2023 General Election we will initiate a programme of work to ensure we are well prepared to support the incoming Executive to be operational and to begin delivering their portfolio responsibilities as quickly as possible following the election.

Engagement between Māori and local government is strengthened

Enhance relationships between local government and iwi/Māori to improve regional outcomes

Two key work programmes are intended to support and enable an enhanced relationship between iwi/Māori and local government. We will continue to roll out the Kaupapa Reorua programme, bringing on board more centres (councils and tāngata whenua) to partner on the development and implementation of a joint strategy (rautaki) to create more bilingual, reo Māori and English, public spaces that reflect the local stories and dialect of their towns and cities. The branded website (soon to be launched) will include a toolkit to support those centres that want to participate and view examples and best practice.

This programme contributes to the Crown's obligations under Maihi Karauna – the Government's approach to revitalisation of te reo Māori, and to the building of our national identity and more inclusive communities.

Government transparency is upheld

Statutory inquiries: Administration and support of public and government inquiries and Royal Commissions

We will continue to provide advice on, and support for, the Royal Commission of Inquiry into Abuse in State Care and the Care of Faith-Based Institutions. This includes running monitoring and assurance systems to ensure the Royal Commission delivers its redress and final reports on time and within budget. Through Archives New Zealand, we also provide digitised historical records to support the Royal Commission's work.

Public Records Act Regulatory Uplift – Public Office audit programme

A robust and accessible public record increases government transparency. Archives New Zealand is the regulator of public recordkeeping and its monitoring framework is a key regulatory tool in ensuring that a full and accurate public record is created and maintained. We have refreshed the public recordkeeping audit programme, aiming to improve information management maturity in the public sector. Each audited public office is expected to provide an "action plan" based on prioritised recommendations.

The Chief Archivist is a statutory role under the Public Records Act with the power to set standards and direct the actions of public agency chief executives for records and information management. The Chief Archivist is duty-bound to act independently in relation to the disposal of public records. This statutorily independent role is needed to assure the integrity of the record of government.

Transformation of records disposal authorisation and implementation across government

Archives New Zealand's Appraisal, Disposal and Implementation (ADI) redesign project will fundamentally redesign our regulatory system for supporting sustainable appraisal and disposal processes and their successful implementation by public offices in a digital environment. Robust appraisal activities ensure that an organisation has considered all requirements for the retention or destruction of information. This increases business efficiency, controls information management costs, and reduces the risks of legal breaches.

Digital investment and ICT assurance

The Department plays a role in coordinating government investment in digital technologies. We will use a data-driven approach to co-ordinate investment, develop a digital roadmap, review investment policies and guidance, and consider how to better support the investment needs of smaller agencies.

A current focus for many government agencies is new payroll systems. We are providing greater oversight of these investments, supporting government payroll practitioners, and establishing a panel of payroll systems and services.

Organisations are increasingly using new ways of working, but at the same time cyber threats are increasing and keeping data safe is challenging. We will gather data and insights on the level of assurance within agencies, support agencies to raise their assurance capability, and provide advice to Ministers on digital risks across government and any interventions that are needed.

ICT incident response

The Department plays a role in supporting all-of-government responses to cybersecurity and privacy incidents, as well as the COVID-19 pandemic. We will continue to lead responses to all-of-government ICT supplier outages and incidents, provide advice and assurance to Ministers on digital aspects of responses, and assist agencies leading responses by communicating advice and providing support as needed.

Local government works collectively to address national objectives

At a system level...

Our Ue te Hīnātore - Local Government Branch aims to achieve a collaborative systems-wide, public service approach in which central and local government work together for the benefit of people, communities, business and the environment. Central to our system stewardship role are our Partnership Directors. They have strengthened connections with the sector by building direct relationships with local government chief executives and mayors. They also continue to navigate and make pathways for understanding with local government and iwi / Māori. This positive change is critical for the implementation of the Government reform agenda of the Three Waters Reform, Climate Change, the Resource Management Act Reform and the Future for Local Government Review.

Future for Local Government Review

The Minister of Local Government has established an independent review into the Future for Local Government in response to major reforms under way that will impact the sector. The Review is intended to identify how our system of local democracy and governance needs to evolve to be fit for the future. The Review will run to 30 April 2023.

As part of our role as stewards of the local government system, we need to ensure that the reforms affecting local government are integrated and support a coherent system framework, including in its current state and any transition to a future state. This role requires the provision of policy advice to Ministers on the key strategic issues facing the local government sector, building productive partnerships with local government to achieve the Government's policy objectives for the sector, and collaborating with other central government agencies to ensure their work on local government is consistent. Following the major milestones of the Review the Department will undertake work to consider whether and how to progress the Review's recommendations.

Governance and democracy reform

The regulatory framework for local government elections needs reform to ensure there is an enduring system in place. The Department will progress a programme of reform that is informed by the Future for Local Government Review. We anticipate that the Future for Local Government Review may also identify other areas of the local authority governance framework where reform should be prioritised. The Department will also complete the work currently under way to make improvements to the process for establishing Māori wards and constituencies.

Local government confidence and performance framework

Part 10 of the Local Government Act 2002 provides the Minister with powers to intervene in a council if they consider that a “significant problem” exists. The Department supports the Minister in making these decisions by providing analysis and advice on performance issues as they arise.

The Department will also continue to deliver its monitoring framework. One area of focus is to work with key stakeholders to take a sector-led approach to managing issues and concerns at an early stage in order to mitigate the need for formal government intervention.

Resource Management Act (RMA) reforms

The Department will continue to support the work of the Ministry for the Environment in leading the review and replacement of the Resource Management Act. The changes being proposed will have a significant impact on the local government sector, particularly local councils that will have to implement the new legislation. We play a key two-way role in highlighting the impact of the proposals on the local government sector and supporting the sector to understand the proposals being put forward. The Department will facilitate engagement for the sector across the breadth of the Resource Management reforms to support a successful transition and implementation.

People can easily access services and information People’s identity can be easily and securely verified

Te Ara Manaaki is making it easier for people to access identity and life event services

The Te Ara Manaaki programme is focused on delivering reimagined life event and identity services (births, deaths, marriages and civil unions, citizenship and passports), and ensuring the modernisation and security of the underlying technology well into the future. Our vision is to put customers and their whānau at the heart of everything the Department does, and to continuously make it easier for people to access these services.

The modernisation of the life and identity systems will facilitate improved public services and empower New Zealanders to easily capture, navigate, access, and use their own life and identity data.

By developing more consistent, linked and automated processes and providing our people with a single view of the customer to see all of their information, we will be able to provide proactive real-time assistance if customers are unable to complete an application, enabling a tailored service to meet their individual customer needs. Linked processes will also enable customers to share information across agencies and not be asked for the same information over and over.

Following full implementation in 2024, individuals and authorised parties will be able to see what information the Department holds, access and share their life event and identity data and see who has accessed it and authorise others to access their life event and identity data to improve their service experience. They will also be able to withdraw that consent.

Barriers to digital inclusion are reduced

Digital Inclusion

As many as one in five New Zealanders are digitally excluded which means they may be unable to readily access government services and have lower levels of social and economic participation. We will explore community-led ways to improve digital inclusion for New Zealanders, as well as better connecting the various groups that have a stake in improving digital inclusion for New Zealanders.

The COVID-19 pandemic highlighted for the Government that many individuals and whānau are struggling to survive and thrive because they are digitally excluded. We are funding a digital skills training programme for individuals and whānau through a community-based provider.

People's access to government is enhanced

Government web standards and cloud computing

Greater adoption of cloud services by government agencies will improve the way it delivers services to New Zealanders. We will provide guidance and tools, establish a network for sharing good practice, make policy and regulatory changes, and provide guidance on using cloud in the context of te ao Māori. We will also publish guidance on web accessibility and make decisions on the future of the Digital Service Design Standard and the New Zealand Government Web Standards.

Government information channels

Government delivers a services and information through a wide range of digital channels. We will continue to provide a portfolio of digital products to support these channels, including the official government newspaper (New Zealand Gazette), a guide to finding government services (Govt.nz), and a digital procurement platform (Marketplace). We also provide digital access to the history, government record and cultural heritage of our nation through Papers Past and Digital Pasifik (via National Library) and Archway (Archives New Zealand).

Deliver cross-agency integrated services

The Department will continue to build on the success of earlier work to enable easy-to-use, joined-up services based on key life events, with a focus on extending SmartStart to offer integrated services for children aged 0-6. Five agencies (MSD, MoH, IR, MoE and DIA) have been asked by central agencies to further develop integrated services into SmartStart.

People and their needs will be at the centre of service design to deliver on the vision for joined-up access to government services and information. Success will be customers' use of the products and services that are developed and ongoing use of SmartStart outside the registration process.

Digital Foundations programme

Digital Foundations is a programme seeking to build the capacity required to transform the National Library and Archives New Zealand's digital capabilities and infrastructure, while increasing the value provided to society through education and knowledge transfer.

We are partnering with Ngā Taonga Sound & Vision to ensure that Aotearoa's diversity of information, knowledge and memories is captured and preserved. Crucially, the mahi will enable easier access to information and appropriate sharing of taonga.



Ministry for Ethnic Communities - Overview from the Chief Executive

I am proud to be the inaugural Chief Executive Officer of the Ministry for Ethnic Communities, and excited to deliver outcomes that benefit our ethnic communities in the short term while moving us to an Aotearoa New Zealand where people from ethnic communities feel safe, valued and able to participate fully.

As the Government's chief advisor on ethnic communities, ethnic diversity and the inclusion of ethnic communities in wider society, the new Ministry will work with communities and in partnership with other government agencies to deliver on ongoing work to better support and respond to the needs and aspirations of our diverse ethnic communities. Our ethnic communities make up around 20 percent of New Zealand's population, an increase of 45 percent since the 2013 Census.

Our aim is to be a socially inclusive Aotearoa New Zealand where ethnic communities are empowered to contribute their skills, culture and voice. We will do this through:

- Promoting the value of diversity and improving the inclusion of ethnic communities in wider society.
- Ensuring government services are accessible for ethnic communities.
- Improving economic outcomes for ethnic communities, including addressing barriers to employment.
- Connecting and empowering ethnic community groups.

An integral part of our work will be respecting the role of tangata whenua and to honour the Crown's responsibility to act in a way that is consistent with the principles under Te Tiriti o Waitangi Aotearoa. New Zealand's ethnic communities acknowledge Te Tiriti o Waitangi as the foundation for the relationship with Tangata Whenua. Ethnic communities place great importance of respect on Tangata Whenua and their status as indigenous people of Aotearoa New Zealand and this is critical for our success.



Ministry for
**Ethnic
Communities**
Te Tari Mātāwaka

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 Ministry for Ethnic Communities. This information has been prepared in accordance with sections 39 and 40 of the Public Finance Act 1989.

A handwritten signature in black ink, appearing to read 'Mervin Singham'.

Mervin Singham

Chief Executive

October 2021

Ministry for Ethnic Communities - Nature of scope and functions

The Ministry for Ethnic Communities is the Government's chief advisor on ethnic communities, ethnic diversity and the inclusion of ethnic communities in wider society.

The Ministry came into being on **1 July 2021** and was previously part of the Department of Internal Affairs. The organisation is a departmental agency and the Department of Internal Affairs provides corporate services such as HR, IT, finance and facilities management as a host agency. This allows the Ministry to concentrate on its core role.

Aotearoa New Zealand's mandated ethnic communities are made up of anyone who identifies their ethnicity as:

- African
- Asian
- Continental European
- Latin American
- Middle Eastern.

Ethnic communities are a super-diverse group, representing over 200 ethnicities and speaking over 170 languages. They include refugees, new migrants and multi-generational New Zealanders.

Ethnic communities make a huge contribution to our economic and social fabric. Aotearoa New Zealand's ethnic communities make up almost a million people and growing. We are an increasingly diverse nation and this diversity is a source of strength.

It is important that diversity be considered a strength and valued in areas such as education, employment and business opportunities. We will focus on lifting the wellbeing of our ethnic communities and will work with other government agencies to effect change through the Government's policy agenda. It is critical that the vision and direction of the new Ministry should reflect the priorities of the communities it serves.

Ministry for Ethnic Communities - Strategic goals

We work with communities, other government agencies and a range of organisations to help increase social cohesion and ensure Aotearoa is a place where everyone feels welcome, valued and empowered to be themselves. We also provide services and support directly to our communities.

Our mandate comes from the communities we engage with, their priorities are ours:

- promoting the value of diversity and improving the inclusion of ethnic communities in wider society
- ensuring government services are accessible for ethnic communities
- improving economic outcomes for ethnic communities, including addressing barriers to employment
- connecting and empowering ethnic community groups.

In order to deliver on our role as the Government's chief advisor on ethnic communities, we look to:

- advise on the impact of government policies on ethnic communities and identify opportunities to effect change
- improve the responsiveness of the public sector to the needs of ethnic communities
- understand from ethnic communities what they need to thrive and communicate this to government
- empower ethnic communities to achieve their aspirations.

He wāhi rawe ki te mahi, ā, he whakahaere e eke ana ki te taumata teitei

Departmental capability

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

Leadership and governance

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

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

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

Information, privacy and security

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



Risk and assurance

We continue to integrate and embed risk management explicitly across our organisation. Everyone can contribute directly to good risk management. As risk is best managed close to the source, everyone needs to be responsible for identifying, understanding and managing their business risks. Our risk management framework ensures that risk management is consistent, repeatable and in line with international standards.

Assurance is a key component of our effective governance. It provides evidence of how well business risks are being managed, opportunities are being taken and the business is performing. Good assurance supports governance bodies in their decision-making, helps identify key risks to delivery and enables early intervention before they start to impact on outcomes. Our Assurance Framework supports an integrated view of assurance across the Department.

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

Capability

Enabling a more strategy-led organisation

The Department has been developing its organisational strategy. We will continue to build on this to ensure that strategy leads our progress in achieving our strategic goals and outcomes. This is currently focused on identifying and developing the delivery strategies that will help achieve our long-term outcomes.

We are also working to ensure that our other planning activities (such as business and investment planning) are well-aligned and that they all consider the medium and long-term implications of our work and intentions.

Long-term insights briefing

The Department is required to produce a long-term insights briefing in 2022 that will explore a relevant topic from a 10-year perspective. The briefing, required under the Public Service Act 2020, will consider the range of policy responses to the topic but will not make policy recommendations.

He Waka Eke Noa

He Waka Eke Noa is the Department's work programme aimed at developing our capability to respond to the needs of Māori.

The Phase One Whāinga Amorangi Organisational Plan for the Department of Internal Affairs is focused on empowering people to support the Māori-Crown relationship. This plan gives effect to the Department's responsibility under the Public Service Act 2020 for developing and maintaining the capability of the public service to engage with Māori and to understand Māori perspectives.

We have also developed a te reo Māori plan for the organisation (which will contribute to Maihi Karauna, the Crown's te reo Māori strategy).

Tō Tātou Tāngata – building a healthy and safe culture

The focus over the next four years is to redesign our wellbeing, health and safety systems to ensure we are aligning with best practice and legislative compliance. Our overarching intention is to create a mentally and physically healthy workplace that supports our people to thrive.

As part of the Wellbeing Health and Safety Maturity uplift programme, we will be developing tools and systems to empower our kaimahi to play their part in keeping themselves and each other safe. The latter half of the programme will focus on embedding these systems and engaging the hearts and minds of our people which is key to shifting behaviours that will support a proactive approach to wellbeing, health and safety.

Tō Tātou Tāngata – building our organisational capability

The collective skills and expertise of our people are our greatest asset. Over the last year we have developed a picture of what Te Tari Taiwhenua would look like as a high-performing organisation and a great place to work by 2030. In 2021/22 we will begin to identify the organisational capabilities we will need to achieve our outcomes, and develop strategies to build these capabilities over time.

We're continuing to invest in our leadership capability through our leadership programmes – Introduction to People Leadership, Te Hunga Kōhuri (our core leadership programme), Te Aka Matua (our Māori leadership programme) and Avei'a (our Pacific leadership and development programme). We will continue to support our kaimahi to work flexibly, encouraging a healthy work/life balance, and our work to make Te Tari Taiwhenua an inclusive and diverse workplace.

Tō Tātou Tāngata – Inclusion and Diversity

Our aim is that Te Tari Taiwhenua is an inclusive and diverse organisation that reflects the communities we serve. Our vision is to grow and celebrate our people's mana by being respectful and inclusive in our diversity. Our kaimahi will experience an inclusive, high-performing workplace where they are supported to perform at their best, so they can make a difference for New Zealanders.

Taura Herenga Waka, our multi-year inclusion and diversity strategy, focuses on the five Papa Pounamu priority commitments of:

- addressing bias and discrimination
- strengthening cultural competency
- building inclusive leadership
- developing relationships that are responsive to diversity
- supporting and engaging with employee-led networks.

We are continuing work to close our gender and ethnic pay gaps through focusing on recruitment of a more diverse workforce and understanding any barriers to progression for our own diverse workforce.

We encourage and will continue to support networks formed by our people such as: Women's network; Taha Moana – connecting and supporting Pacific staff; Tāngata Whenua Rōpū - providing support and whakawhanaungatanga to Māori staff; and Authentic Self – LGBTQ+ network.

Tō Tātou Rōpū – improving our workplace environments

Te Tari Taiwhenua owns 11 buildings across Aotearoa in Auckland, Taupō, Whanganui, Wellington, Christchurch and Dunedin. These include Archival and Library facilities, a Harbourmaster site and two properties that are used as ministerial residences.

We will continue delivery of a four-year, \$60 million programme following long-term under-investment in these owned buildings. Several buildings, assets and components have reached or passed their useful physical and/or economic life. The programme responds to a recognised significant risk to service delivery and the health and safety of our people.

We will also establish a workplace and occupancy strategy to accommodate the growth and changing needs of our rōpū across Te Tari Taiwhenua. This will be achieved by establishing a working group, consulting with the wider organisation, and providing and implementing occupancy strategy recommendations.

Tō Tātou Rōpū – environmental sustainability at DIA

We are supporting the directive of the Carbon Neutral Government Programme to achieve carbon neutrality by 2025 with the establishment of an in-house sustainability programme. With the help of an external specialist we will capture, analyse and report our emissions data, establishing a baseline reading. We will then set our emissions reduction targets for the next four years and develop a plan to achieve these targets.

The programme will identify ways to reduce our consumption of energy and fuel across all areas of the organisation. We will communicate these findings and engage with groups across the Department to implement a strategy to reduce carbon emissions. The programme is being supported by energy efficient upgrades to our owned buildings as part of the Forward Works Programme. This includes initiatives such as replacing fluorescent bulbs with LED lighting, and upgrading HVAC and lift systems to lower-energy usage models.

To reduce CO2 emissions from our vehicle fleet we are developing a transition plan for the move to electric vehicles, including installing charging infrastructure at relevant sites, as well as looking at optimising our fleet size.

Tō Tātou Mōhiohio me Matihiko – building our information management capability

The Department is establishing a multi-year programme designed to uplift information management practices. This will be achieved through a system replacement and a focus on changing our culture and people's behaviours.

This three-year project will enable staff to apply good information management practices irrespective of where they work or what business tools and systems they use. It will focus on delivering culture change, supported by targeted resources, training, education and awareness activities.

Tō Tātou Mōhiohio me Matihiko – Improving our systems to enable seamless, simple and fit for purpose services

The Department continues to invest in delivering digitally enabled services that meet the expectations and needs of New Zealanders, at the same time as maintaining and modernising our existing digital assets. We are addressing these challenges through cloud computing and “as a service” solutions that improve our agility, consolidating the overall number of applications we have and applying iterative delivery and customer-centred design approaches.

The next four years will focus on shifting to native cloud digital platforms to provide the digital foundations for our future services. Key investments in service delivery areas will be leveraging customer relationship management, data and analytics, and system integration capability. These will be supported by continuing investment in cloud-based collaboration and corporate systems to enable internal productivity and flexibility.

We will also continue the momentum of the Te Hāpai O programme, which was initiated in 2019/20. Te Hāpai O will secure better tools to provide joined up, transparent, fit-for-purpose services and enable our people to deliver great outcomes for Aotearoa. This includes continuing the implementation of our new finance system, Rehutai, which will extend the strategic finance functionality to support human resource and recruitment management, and also replace the Department’s payroll system.

Te Ara Vaka strategy implementation

The successful implementation of the Te Ara Vaka strategy across the Department will ensure the inclusion of Pasifika perspectives by design and the creation of safe spaces to talanoa about Aotearoa’s Pasifika history. It will strengthen our workforce, with greater Pasifika representation in senior leadership roles (tiers 1-4), with equal pay across the sector, and the recognition of cultural capability as a specialised skillset. The continued investment in the Te Ara Vaka strategy will make it easier for our Pasifika customers to use our services and support the Department to build stronger communities enabling them to be resilient, thriving and self-sufficient.

Investment and asset performance

Our assets support our ability to delivery successfully against our strategic intentions. The Long-Term Investment Plan 2019-2029 has set out our commitment and direction for investment and asset management. It defines the principles that underpin our investment and asset management practices. This has informed the four-year capital plan, which is a rolling plan of our capital intentions that is updated twice a year. The Department plans to review and renew the Long-Term Investment Plan within the next 12 months.

The four-year capital plan is focused on keeping existing systems and infrastructure working well. The Department has little capacity for further transformative investment at the present time and will have to prioritise carefully to make best use of existing resources. Opportunities, and the risks that come with them, can often require trade-offs, while continuing to maintain core services to New Zealanders.

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

Ngā hoa rangapū

Partners

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

People can easily access the services and information they need

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

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

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

The National Library, Archives New Zealand and Ngā Taonga Sound & Vision are building strong partnerships with whānau, hapū and iwi to support them to care for their mātauranga. These institutions are also working across the wider culture and heritage sector to improve resource sharing, collective thought leadership and innovation. These institutions are also working closely with Te Puna Foundation and other partners to support children's reading initiatives.



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

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

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

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

We work alongside iwi, hapū and community groups through our partnership approach to community development.

The Department also leads a two-year digital graduate programme with an annual intake of between 20 and 25 graduates from diverse cultural and social backgrounds. The goal is to create a cadre of digital leaders that spearheads culture change by embedding digital thinking, breaking down traditional job roles, and applying te ao Māori principles and practices.

People's sense of belonging and collective memory builds an inclusive New Zealand

The Department is responsible for co-ordinating arrangements for official visitors to New Zealand who are accorded Guest of Government or Guest of Parliament status, including visits by members of the Royal Family. In this role we work closely with the Ministry of Foreign Affairs and Trade and the Office of the Clerk of the House of Representatives.

We also work closely with a variety of other agencies and groups, including the Prime Minister's Office, the Ministry for Culture and Heritage, and the Department of the Prime Minister and Cabinet on arrangements for national commemorative events or tragedies. Examples of this are the annual ANZAC Day national services; the second anniversary remembrance service for the March 15 terror attacks; and the state memorial services for HRH Prince Philip. This work brings the nation together and helps us to commemorate significant events and grieve as one when appropriate. These events become part of the fabric of Aotearoa's stories.

We work with Ngā Taonga Sound & Vision and the Ministry for Culture and Heritage on the safe, secure storage of documentary heritage, including the provision of specialist storage repositories and equipment. This includes providing space in the National Library for Ngā Taonga Sound & Vision to operate from and collaboration within the Tāhuhu programme that will develop a national recorded and documentary heritage campus in Thorndon.

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

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

The Digital Council for Aotearoa provides independent advice to Government on maximising the benefits of digital and data-driven technologies to increase equality and inclusivity, wellbeing and community resilience. We provide secretariat services to the Digital Council, including completion of research reports and advice to Ministers. The research theme for 2021 is digital inclusion.

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

Archives New Zealand works closely with public offices across the state sector to ensure that a full and accurate public record is created and maintained.

We work closely with other agencies to ensure that our financial and corporate services meet expectations and comply with relevant legislation. This includes the central agencies such as the Treasury, the Public Service Commission and the Department of Prime Minister and Cabinet, and oversight agencies such as Audit New Zealand and the Office of the Auditor-General.

Oranga hapū, iwi, and Māori is improved through an ensuring, equitable and positive Māori-Crown partnership

Partnership between Māori and the Crown is an important feature of much of the Department's work. Examples include the partnership with Ngāti Tūwharetoa in the exercise of the Department's responsibilities as Lake Taupō Harbourmaster and the relationship with Taranaki Whānui, as owners and mana whenua of the land that the National Library and Archives New Zealand buildings sit on.

We are also building a partnership with Muaūpoko for the Regional Shared Repository in Taitoko/Levin to ensure mana whenua are guiding the use of their land. The Ngāi Tahu Archives team has co-located with Archives New Zealand in Christchurch. These two teams work actively together to preserve taonga, and to create and share stories from across the Ngāi Tahu rohe.

He Hinonga Karauna

Crown entities

The Department of Internal Affairs monitors three Crown entities and is responsible for managing the Government’s relationship with them.

Office of Film and Literature Classification

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

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

Fire and Emergency New Zealand

Fire and Emergency New Zealand (FENZ) is a Crown agent under the Crown Entities Act 2004. This means it is required to follow government policies. It is responsible for delivering both rural and urban fire and emergency services throughout New Zealand. FENZ is responsible for over 14,000 staff and volunteers and is therefore one of the largest organisations in the state sector. FENZ’s main functions are to:

- promote fire safety
- provide fire prevention, response and suppression services
- stabilise or render safe incidents that involve hazardous substances
- provide for the safety of persons and property endangered by incidents involving hazardous substances
- rescuing people trapped because of transport accidents and other incidents
- provide urban search and rescue services.

Taumata Arowai

Taumata Arowai is a new Crown entity, established on 1 March 2021, through the Taumata Arowai – Water Services Regulator Act 2020. It will not become fully operational until the Water Services Bill has been passed (expected in the second half of 2021).

Taumata Arowai's objectives relate to:

- protecting and promoting drinking water safety and related public health outcomes
- effectively administering the drinking water regulatory system
- building and maintaining capability among drinking water suppliers and across the wider industry
- giving effect to Te Mana o te Wai, to the extent that Te Mana o te Wai applies to the functions and duties of Taumata Arowai
- providing oversight of environmental performance of wastewater and stormwater networks
- promoting public understanding of the environmental performance of wastewater and storm-water networks.

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For more information on the work of the
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Te Tari Taiwhenua
Internal Affairs