



Te Tari Taiwhenua  
Internal Affairs

# 2024-2028

Strategic Intentions  
Ngā Takune Rautaki



Te Kāwanatanga o Aotearoa  
New Zealand Government





## **Te Tari Taiwhenua Internal Affairs**

Presented to the House of Representatives pursuant to sections 39 and 40 of the Public Finance Act 1989

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## 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 principles and behaviours – Mātāpono

### He Tāngata

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

### Manaakitanga

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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.

### Whanaungatanga

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

### Kotahitanga

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

### We're stronger together

Work as a team. Value each other.

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### We take pride in what we do

Make a positive difference. Strive for excellence.

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### We make it easy, we make it work

Customer centred. Make things even better.

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## Foreword from the Minister of Internal Affairs

The Department of Internal Affairs (the Department) is dedicated to the effective delivery of its core services and its regulatory functions. From supporting key life events to preserving our nation's heritage, supporting inquiries into matters of national significance and regulating charities services, their work impacts every New Zealander.

Given the breadth of the Department's responsibilities, it is crucial that each component operates with efficiency and effectiveness while maintaining the integrity of services.

As Minister, I am committed to ensuring that taxpayers' funds are spent prudently, and they receive value for money. This involves identifying and managing fiscal risks, as well as finding areas where additional savings can be achieved. I have clearly communicated to the Department that our focus should remain on delivering the core functions that only the Government can provide.

I am committed to working collaboratively with the Department, to ensure that the pursuit of efficiencies is an ongoing process, and that we continue to maintain a high standard of service delivery for the benefit of all New Zealanders.

## Statement of Responsibility

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

A handwritten signature in blue ink, consisting of the initials 'BW' in a stylized, cursive font.

**Hon Brooke van Velden**

Minister of Internal Affairs

October 2024



## Foreword from the Secretary for Internal Affairs

Kia ora koutou

Kia mā te Ariki, kia mā te Taurira  
Whāia te hīnātore o te mauri Atua  
Hei oranga mo te mauri tāngata  
Ka here tāngata, ka here whenua  
Ka tū te pō, ka tū te ao  
Hui e, tāiki e!

Tī hei mauri Atua  
Tī hei mauri tāngata  
Tī hei mauri ora!

I am pleased to present the Department of Internal Affairs' Strategic Intentions for 2024-2028. This document outlines our priorities for the next four years, as we work to serve and connect people, communities and government to build a safe, prosperous and respected nation.

Alongside our core business, we are responsible for delivering our Ministers' priorities, and have several major initiatives currently in progress.

**Local Water Done Well** is the Government's plan to address New Zealand's water services infrastructure challenges. It recognises the importance of local decision-making and flexibility for communities and councils to determine how their water services will be delivered in the future. It restores council ownership of water assets, sets expectations for water infrastructure management, and makes it easier to operate in a financially sustainable way.

The Department will continue to support inquiries and **Royal Commissions**, such as, the second phase of the Royal Commission of Inquiry into COVID-19 Lessons. This inquiry features new commissioners and expands the terms of reference. It explores vaccine efficacy and safety, the extended lockdowns in Auckland and Northland, and the extent of disruption to New Zealanders' health, education and business.

Through the **Digitising Government** portfolio, we support the Minister for Digitising Government with delivery of the Government’s digital strategy, digital services delivery, and more. As Government Chief Digital Officer, part of my role is to support the safe and responsible use of Artificial Intelligence (AI) in the public service. We are encouraging government agencies to safely adopt AI for its benefits while managing the risks.

The **new archival building** in Wellington is on track to be opened in 2026. It will provide a state-of-the-art archives repository, including digitisation and conservation facilities, and will ensure precious taonga are kept in the most modern facilities for conservation and care. The new building will be a collaborative workspace for the National Library of New Zealand, Archives New Zealand and Ngā Taonga Sound & Vision.

The Department has a wide range of duties and responsibilities. We recognise the continued need to support the Government’s efficiency and effectiveness goals. We are focused on our core business and key priorities and are open to doing things differently; this is how we will continue to perform and deliver services to New Zealanders.

In all our work we are focusing our intentions on making progress towards achieving five broad outcomes for the benefit of people, communities and the Government.

- » New Zealand is a well-functioning democracy across central and local government
- » People can easily access the services and information they need
- » People’s sense of belonging and collective memory builds an inclusive New Zealand
- » Iwi, hapū and communities across New Zealand are safe, resilient and thriving
- » Oranga hapū, iwi and Māori is improved through an enduring, equitable and positive Māori-Crown relationship.

I am committed to driving forward our work 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.

Ngā mihi nui



**Paul James**

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

October 2024



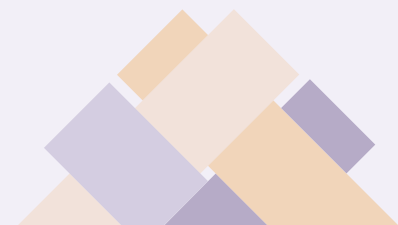
**Nature and scope of our functions**  
**Te āhua me te momo o ā mātau mahi**



## Our purpose

**Department of Internal Affairs Te Tari Taiwhenua serves and connects people, communities and government to build a safe, prosperous and respected nation.**

Ko tā Te Tari Taiwhenua he whakarato me te hono i ngā iwi, ngā hāpori me te kāwanatanga ki te hanga motu haumaruru, tōnui, whai mana hoki



Our purpose remains consistent, even as the functions and services we perform evolve to meet the changing needs and expectations of New Zealanders and the Government.

We work with people, communities and government – both central and local – to make New Zealand better for New Zealanders.

## Our Ministerial portfolios

The Department is responsible to six Ministers, administering six portfolios within Vote Internal Affairs. The Ministry for Ethnic Communities, a departmental agency hosted by the Department, also administers one portfolio and is responsible to one Minister.

The Minister of Internal Affairs is the Vote Minister and the responsible Minister overseeing the Government's ownership interests in Internal Affairs. The portfolios and responsible Ministers as at 30 June 2024 were:

### Department of Internal Affairs

Internal Affairs	Hon Brooke van Velden
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Ministerial Services	Rt Hon Christopher Luxon
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Racing	Rt Hon Winston Peters
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Local Government	Hon Simeon Brown
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Community and Voluntary Sector	Hon Louise Upston
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Digitising Government	Hon Judith Collins KC
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### Ministry for Ethnic Communities

Ethnic Communities	Hon Melissa Lee
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## Our roles and responsibilities

The Department has a broad range of roles, responsibilities and functions that include working with communities, ensuring effective regulatory frameworks are in place, supporting the Executive and local government, and delivering a range of services to support New Zealand's identity.

The Department has administrative responsibility for approximately 50 Acts (plus an additional 62 historic Local Legislation Acts) and about 90 pieces of secondary legislation. We also have functional regulatory roles or share responsibility under six other pieces of legislation.

The Chief Executive of the Department of Internal Affairs also holds the role of Government Chief Digital Officer (GCDO), a system leadership position. The GCDO is designated as a system leader under section 56 of the Public Service Act 2020, leading the digital transformation of government across the public sector. As the public service lead for Digital, the GCDO is responsible for setting the direction for and supporting the development of a modern, efficient and adaptive public service that operates as a unified whole.

We also play a system leadership role for local government. We link central and local government more effectively to achieve improved outcomes for citizens and communities.

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. In particular:

- » The Chief Archivist has a system leadership and regulatory role in administering the Public Records Act 2005, which establishes the statutory framework for information and records management across the public sector
- » The National Librarian has a system leadership role in the preservation, protection, development and accessibility of New Zealand's documentary heritage.

## Our wider functions

Our wider functions include:

- » Managing and protecting the integrity of national identity information. This includes life events such as births, deaths and marriages, citizenship and issuing passports
- » Regulating activities in several sectors, including gambling, online child exploitation material and violent extremism material. We also regulate government record-keeping, charities, unsolicited electronic messages, money laundering and financing of terrorism, private security personnel and private investigators
- » Providing policy advice to the Government on: local government, the community and voluntary sector, fire and emergency services, identity, digitising government, National Library and public records management, digital safety, gambling and racing

- » Providing information, resources and advice to communities to support their aspirations
- » Administering grant funding schemes, as well as promoting trust and confidence in the charitable sector
- » Supporting Ministers to ensure the Executive Government operates efficiently and effectively. This includes providing transport services for members of the Executive Government, overseas Guests of Government and a range of other dignitaries
- » Coordinating and managing official Guest of Government visits to New Zealand and arranging national commemorative events
- » Advising on, establishing and supporting the operation of commissions, public and government inquiries and reviews, including Royal Commissions of Inquiry
- » Administering a range of statutory functions for the Minister of Local Government, including for Lake Taupō and offshore islands
- » Leadership of the overall strategy and direction for the Government’s digital modernisation and digital service delivery.

### Our monitoring responsibilities

We monitor the performance of three Crown entities – Fire and Emergency New Zealand (FENZ), the Office of Film and Literature Classification and the Water Services Authority – Taumata Arowai. We also manage the appointment process for members of a range of trusts, committees and boards. Further information on Crown entities can be found on page 33.

### Our hosting responsibilities

The Ministry for Ethnic Communities is an independent departmental agency hosted within the Department. It is the Government’s chief advisor on Ethnic Communities, ethnic diversity, and the inclusion of Ethnic Communities in wider society. Information about the Ministry is included in this document from page 35.

The Digital Executive Board is an interdepartmental Executive Board serviced by the Department of Internal Affairs. The Board is accountable for supporting the digitisation and integration of public services around common citizens, clients and customers. Further information on the Board can be found at [www.digital.govt.nz](http://www.digital.govt.nz).



**Strategic context and government priorities**  
**Ngā Whakaarotau Kāwanatanga**

## 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, so we need to anticipate as much as possible to ensure we are well-placed to adjust our goals and objectives.

### The key features of our current strategic context include:

#### Economy

New Zealand's economy has faced several challenges in recent years, including rising inflation, higher unemployment, increased costs and slower growth. Global geopolitical issues have also caused impacts. Many New Zealanders are currently facing tough times, and the public service needs to assist by delivering more efficient, effective and responsive services.

#### Government expectations

Government expects public service agencies to deliver high-quality, efficient and responsive services while managing costs effectively. The Government has emphasised the importance of fiscal discipline, innovation and collaboration to achieve better outcomes for New Zealanders. These expectations aim to ensure that public services remain trusted, high-performing and capable of meeting the needs of all New Zealanders.

#### Extreme weather changes

Extreme weather events are becoming increasingly frequent and intense due to climate change. Rising global temperatures contribute to more severe heatwaves, prolonged droughts and wildfires. The atmosphere's increased capacity to hold moisture leads to heavier rainfall and more severe flooding. These changes pose significant risks to infrastructure, agriculture, health and communities in general, necessitating strategic planning and adaptation measures to mitigate their impacts. Understanding these impact trends is crucial for developing resilient systems and policies to protect communities and economies from the growing threat of extreme weather.

#### Central and local government cooperation

Central and local government cooperation in New Zealand is crucial for effective governance and delivery of public services. Neither central nor local government can effectively meet current challenges (such as infrastructure investment, the changing economic environment and impacts of climate change) that New Zealand faces over the coming decades on their own. Joined-up solutions, greater partnership and system-side approaches to deliver services and infrastructure of national significance will be a feature of the coming years.

#### Cybersecurity

Technology provides opportunities within government for innovation, efficiencies and productivity gains. However, the vulnerability of critical services and personal data to disruption is a growing issue, whether through deliberate or inadvertent actions. 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 a challenge for all businesses, organisations and government.

#### Digitising government

Digital technologies underpin our economy and are driving global change across society and government. They offer significant opportunities for innovation, stronger productivity and more efficient people-focused customer services. New Zealanders want to have choice and engage as easily and efficiently with government as they do with the private sector. People also expect government services to be safe and secure. To maintain the public's trust and confidence in government services, a joined-up service delivery and a seamless customer service experience is needed.

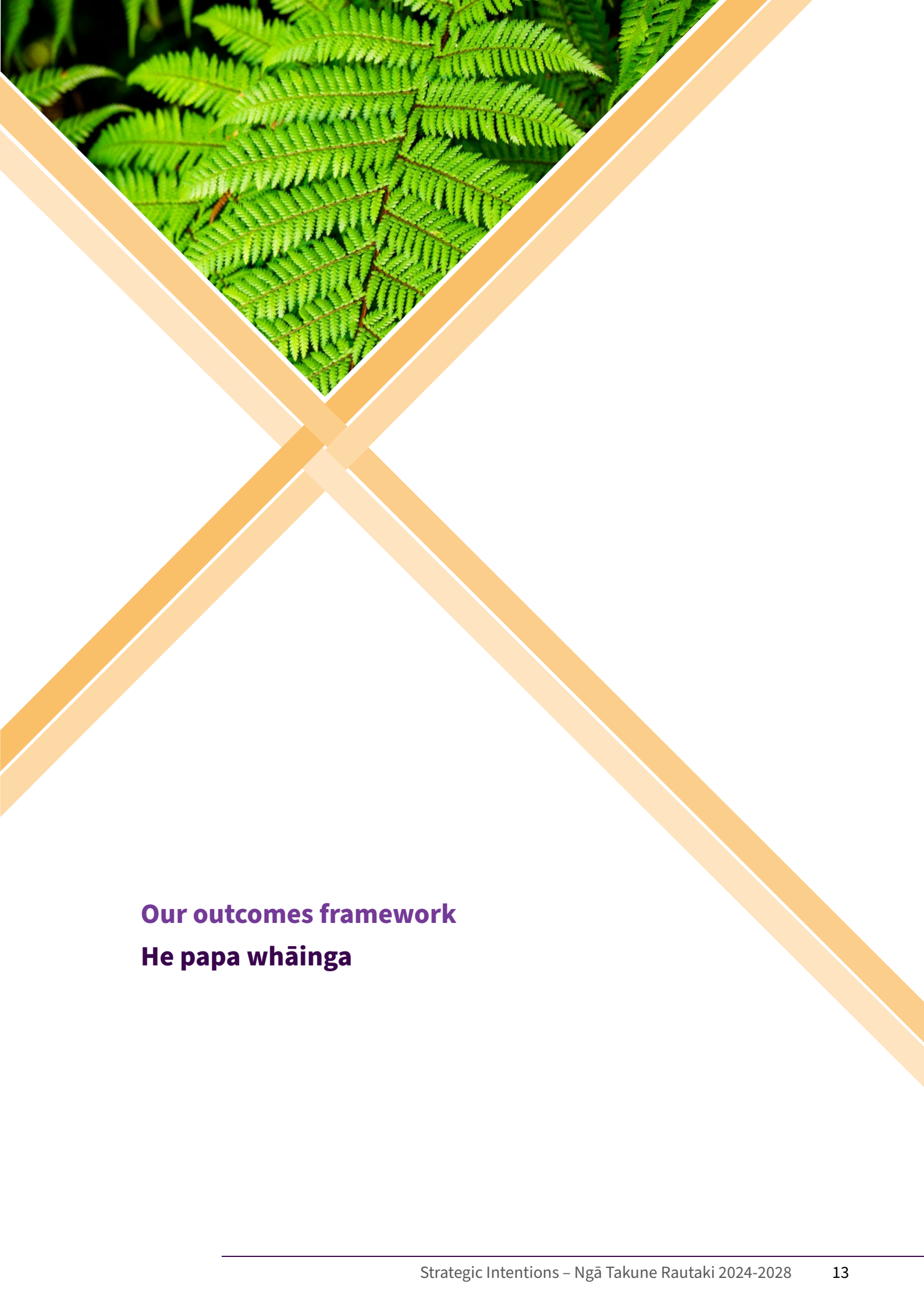
## How we support the Government's priorities

As part of the New Zealand public service, the Department of Internal Affairs 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 priorities are to:

- » Build a stronger, more productive economy that lifts real incomes and increases opportunities for New Zealanders
- » Deliver more efficient, effective and responsive public services to all who need and use them in particular to restore law and order, and improve health outcomes and educational achievement
- » Get the Government's books back in order and restore discipline to public spending
- » Strengthen democracy in New Zealand.

## What this means for us

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 outcomes framework**  
**He papa whāinga**

Ā Mātou Mahi is our organisational strategy which includes our purpose, five outcomes and our priorities for making a difference over time for people and society. Our outcomes are encompassed by the following statement, which reinforces our commitment to and encourages better understanding and capability of te ao Māori.

***Whāia te hīnātore 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.*

We have five outcomes to achieve our purpose, which support and bolster each other.



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



People can easily access the services and information they need



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



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



Oranga hapū, iwi and Māori is improved through an enduring, equitable and positive Māori-Crown relationship

## Our performance framework

We use **outcome indicators** to demonstrate the impact of the work we do to benefit New Zealand and those who live here. We use statistical surveys and other research from local and international sources to see whether trends over time represent good progress towards achieving the outcomes.

Our **performance measures** assess whether we have achieved the desired results in specific services or functions that collectively support the overall achievement of our outcomes. These performance measures are set out in the Estimates of Appropriations for Vote Internal Affairs and are reported on each year in our Annual Report.

We regularly review our outcome indicators and performance measures to ensure they remain relevant and meaningful.



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



### Why this is important

Both central and local government have big impacts on the lives of New Zealanders and are an essential part of our democracy. Ensuring that government is accountable and transparent builds trust and confidence in central and local government and contributes to people's willingness and ability to participate in society.

Cooperation and coordination across central and local government is critical to address complex issues that have both local and national implications and solutions.

Contributing to the achievement of this outcome we have four **intermediate outcomes** that represent more specifically the impact we will have:

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



### What success will look like

Success will mean that by 2030 we will see:

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



### How we will drive change to deliver this outcome

Our key priorities and initiatives over the next four years include:

#### **Executive Government functions well through support, services and advice**

- » Delivering the transition programme to ensure the changes in the Executive Government through elections are well-supported
- » Providing staff and resources to ensure the Executive Government and its offices are well-supported to operate efficiently and effectively, including implementing the ministerial information management programme, to ensure the Executive Government functions well
- » Delivering 24/7 safe, secure and trusted VIP transport services to Ministers, official Guests of Government visitors and dignitaries, ensuring they have access to these services when they need them (including progressively transitioning to a modern, diverse and low-emissions fleet)

- » Providing public sector agencies and organisations with access to a range of reliable, fit-for-purpose digital products and ICT services
- » Providing the Government Chief Digital Officer’s guidance and direction to the public service on digital investments and service delivery.

#### **Government transparency is upheld**

- » Monitor the performance of FENZ to ensure services are delivered in an effective and efficient manner
- » Administration and support of public and government inquiries and Royal Commissions
- » Embed the use of the Information Management Maturity Assessment tool across central and local government under the Public Records Act 2005, including setting target levels of maturity to enable self-assessment and results to be tracked and acted on.

#### **Engagement between Māori and Government is strengthened**

- » Support the ongoing relationship with Te Hiku Iwi through the annual Taumata Rangatira Accord that provides opportunity for iwi leaders to engage and commit Ministers on particular matters. The Government has agreed to reprioritise unspent Three Waters iwi/Māori funding to support rural marae drinking water infrastructure. We will work with iwi in relevant regions as well as Te Puni Kokiri and Crown Infrastructure Partners to identify potential sites to upgrade infrastructure to make drinking water safe.

#### **Local government works collectively to address national objectives**

- » Design and deliver policy and planning for the implementation of Local Water Done Well and other key parts of the water system, including developing the water system steward, monitoring of the Water Services Authority – Taumata Arowai, and setting up new systems and legislation to support local communities to manage water services and infrastructure
- » Provide policy advice and strategic support informed by local government sector knowledge and a long-term view of the sector. Key priority areas include: local electoral changes and policy, system improvements for local government, supporting and reviewing the operation of local government, support to the Chatham Islands council and oversight of offshore islands
- » Partner with local government to achieve the Government’s policy objectives for the sector, and collaborate with other agencies to support policy design and implementation where this relies on or impacts on local government
- » Support for reform to improve the housing and urban development system. This includes options for funding and financing the infrastructure needed for housing development, development incentives for local government, and other support to help local government deliver on their role in the system.



## How we will know we have made a difference

We will use the following outcome indicators to demonstrate the impact of the work we do to support this outcome:

Outcome indicator	Source	Frequency
Perceptions of corruption are maintained or decreased	Transparency International's Corruptions Perceptions Index	Annually
New Zealand's global ranking in the Democracy Index is maintained or increased	<i>The Economist's</i> Democracy Index	Annually
New Zealanders' trust in public services based on personal experience is maintained or increased	Kiwi Counts Survey – Public Service Commission	Annually



## Who we partner with to deliver this outcome

We have a system leadership role which means we work with other agencies, both in central and local government, to deliver this outcome.

- » As the Government's primary department responsible for the local government system, we work closely with local authorities across New Zealand (and their peak bodies Local Government New Zealand and Taituarā where appropriate), the Water Services Authority – Taumata Arowai and the Local Government Commission to support local government. We also engage with iwi and hapū to deliver our work
- » Archives New Zealand works closely with public offices and across the public service to ensure that a full and accurate public record is created, maintained and accessible
- » The Government Chief Digital Officer works with strategic oversight and governance groups consisting of various system leads and/or chief executives with an interest in digital and data transformation across government
- » We work closely with The Treasury to support their Investment Management System and advise Ministers on prioritising and sequencing the Government's digital investment
- » We work closely with central and oversight agencies to ensure that our financial and corporate services meet expectations and comply with legislation. This includes The Treasury, the Public Service Commission and the Department of the Prime Minister and Cabinet (DPMC), Audit New Zealand and the Office of the Auditor-General.

## Outcome: People can easily access the services and information they need



### About this outcome

People's ability to access services and information affects their lives and wellbeing. We work across government to identify opportunities to make services and information more easily accessible to those who need them.

Making it easy for people to verify their identity and reducing or eliminating digital barriers enhances people's ability to participate in society – through jobs, education, community work and recreation.

Contributing to the achievement of this outcome we have four **intermediate outcomes** that represent more specifically the impact we will have:

- » 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.



### What success will look like

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 on 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.



## How we will drive change to deliver this outcome

Our key priorities and initiatives over the next four years include:

### **People's identity can be easily and securely verified**

- » Enable people to access their identity information via a digital Verifiable Identity Credential they hold
- » Enable other government agencies and businesses to use the Identity Check service to verify people's identity safely online in real-time
- » Extend our existing technology capabilities to enable government agencies to digitally onboard and identify their customers online with minimal in-person verification
- » The Digital Identity Services Trust Framework Authority is the regulator for accrediting digital identity services and providers in New Zealand. This includes establishing and embedding appropriate rules and regulations, to ensure that participants in the digital identity services eco-system can trust that the digital identity information they provide or receive is accurate and secure.

### **Barriers to digital inclusion are reduced**

- » People can access our services through multiple channels, and we use plain language and test designs with a range of people. Services are designed for any device and forms show only the necessary information – this makes it easier for everyone. For people using non-digital services we provide downloadable forms, print on demand and support via phone, email or at counters to guide customers. We use translation services when needed to support customers.

### **People's access to government is enhanced**

- » Lead and facilitate the delivery of a unified customer experience for digital government services. This will include implementing a Roadmap for modernising services, along with a work programme and a new approach to digital investment. This work will improve how New Zealanders experience digital government services, and help people and businesses quickly and conveniently access government services and information
- » Work with government agencies to improve customer digital identity onboarding processes across service channels
- » Emerging technologies like AI have the potential to revolutionise public services for New Zealanders. We will support government agencies to trial and safely use these emerging technologies, in ways that build system capability and confidence, while maintaining public trust in the public service.

### **Taonga tuku iho rights are protected**

- » Through the Department's Mana Ōrite Relationship Agreement we aim to co-develop responsive and accessible digital public services for Māori, supporting data sovereignty and collaborating with other agencies on Māori data governance.



## How we will know we have made a difference

We will use the following outcome indicators to demonstrate the impact of the work we do to support this outcome:

Outcome indicator	Source	Frequency
Ease of getting passport services is maintained or increased	DIA Customer Experience Survey	Annually
Ease of getting birth, death and marriage services is maintained or increased	DIA Customer Experience Survey	Annually
Ease of getting citizenship services is maintained or increased	DIA Customer Experience Survey	Annually
People's trust and confidence in digital identity is improved	DIA Customer Experience Survey	Annually

The Digital Identity Services Trust Framework commenced on 1 July 2024, and we have identified the need to establish a further indicator focusing on digital identity regulation. We are considering ways to capture and monitor this.



## Who we partner with to deliver this outcome

- » We are responsible for reliable, authentic identity information and keeping this information accurate, secure and available in a lawful manner. Establishing a robust identity online is fundamental to growing the digital economy and improving digital inclusion. 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
- » We partner with the Ministry of Foreign Affairs and Trade, to ensure New Zealanders around the world have access to identity documents in times of need
- » We partner with Immigration New Zealand to make it easier for people to confirm their eligibility for citizenship, and to confirm their identity
- » The National Library 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 service) has partnerships with over 200 organisations to make our unique documentary heritage more accessible digitally
- » Close collaboration and partnership across and with public sector agencies is a key aspect in the delivery of a unified customer experience for digital government services, and in the adoption of emerging technologies
- » Under the Mana Ōrite Relationship Agreement we partner with the Data Iwi Leaders Group, a subgroup of the National Iwi Chairs Forum authorised to speak on matters relating to data and digital, and their operational arm, Te Kāhui Raraunga.

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



### Why this is important

A strong sense of belonging is important for New Zealand to be a welcoming and inclusive place for everyone. Many factors influence people’s sense of belonging and connection. When people lack a sense of belonging and feel excluded there are high social costs for individuals, communities and society.

A collective memory contributes to a sense of belonging through knowledge and understanding of our history and culture. A vibrant cultural and national identity also helps to give a collective sense of belonging. People benefit from the social capital that documentary heritage, symbols of national identity, national events and culture provide.

Contributing to the achievement of this outcome we have five **intermediate outcomes** that represent more specifically the impact we will have:

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



### What success will look like

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 our unique communities and te ao Māori as a matter of course.



## How we will drive change to deliver this outcome

Our key priorities and initiatives over the next four years include:

### Collective memory is enhanced by New Zealand’s documentary heritage

- » Deliver a new, resilient and fit-for-purpose archival facility in Wellington connected to the existing National Library building
- » Support communities with ongoing preservation, accessibility and sustainability – we will lead and collaborate on this across the public sector and documentary heritage sector. This includes supporting communities to respond to the impacts of climate change.

### A culture of reading enhances literacy and knowledge

- » Deliver library services for young people, working with government, library and literacy partners, to build a culture of reading and support the Government’s literacy goals.

### New Zealand’s national and cultural identity is fostered and respected

- » Maintain and consider options to enhance Premier House to increase its utilisation as an official residence and support the long-term stewardship of it as a national heritage asset
- » Deliver the Government’s programme of official visits and national commemorative events. Events promote our national and cultural identity and build the collective memory of an inclusive New Zealand
- » Enable New Zealanders to engage with key foundational documents via the He Tohu exhibition, which presents He Whakaputanga, the Treaty of Waitangi/Te Tiriti o Waitangi and the Women’s Suffrage Petition.

### Trusted citizenship and identity documents contribute to a sense of belonging

- » Improve the security features and design of the New Zealand passport. New designs will reflect New Zealand and our people.

### Taonga tuku iho is preserved and valued

- » Improve access and preservation of our national collections and taonga
- » Deliver a sector review of information disposal authorities and improved systems that enable access, retention, and disposal of care records.



## How we will know we have made a difference

We will use the following outcome indicators to demonstrate the impact of the work we do to support this outcome:

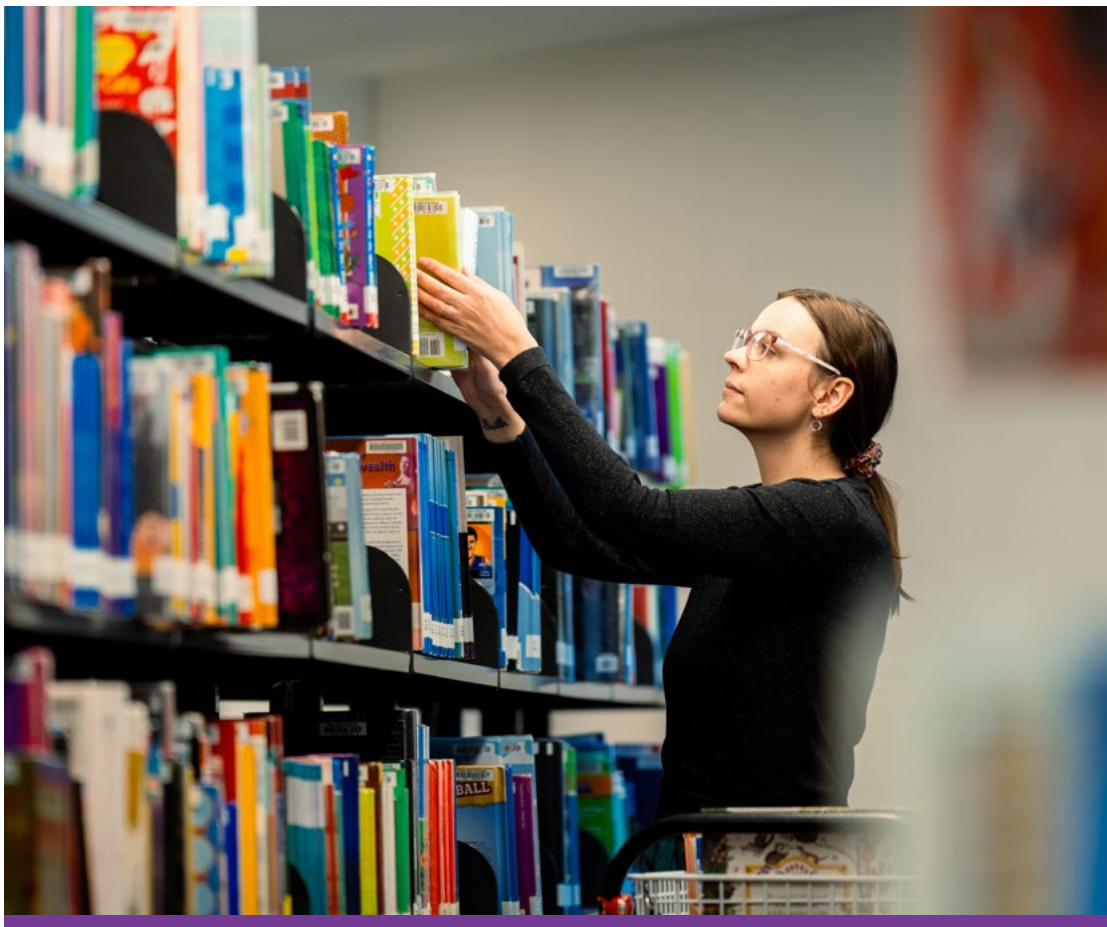
Outcome indicator	Source	Frequency
Satisfaction with citizenship services is maintained or increased	DIA Customer Experience Survey	Annually
People’s sense of belonging to New Zealand is maintained or increased	General Social Survey – Stats NZ	Every two years





## Who we partner with to deliver this outcome

- » We work with a variety of other agencies and groups, including the Prime Minister’s Office, the Ministry for Culture and Heritage, and the DPMC on arrangements for national commemorative events or tragedies
- » The National Library works closely with schools, public libraries and the Ministry of Education to support children’s reading initiatives
- » 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
- » We partner with a security document vendor, work with local advisors and designers from New Zealand, and engage with a community of experts in the International Civil Aviation Organisation. This is to ensure the New Zealand passport is highly secure and reflects the uniqueness of our people, culture and environment
- » The National Library and Archives New Zealand are building strong partnerships with whānau, hapū and iwi to support them to care for their mātauranga. These institutions work across the wider culture and heritage sector to improve resource sharing, collective thought leadership and innovation.



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



### Why this is important

Communities are important to people's wellbeing. People have the best opportunity to thrive and prosper when the communities they live in are safe and resilient. Communities can be supported to manage risks and challenges and empowered to form and realise their own aspirations, despite adversity they might face over time.

Across New Zealand there are many different communities, and we need to work with them in different and unique ways, including with iwi, hapū and Māori. The Crown can support their aspirations alongside our associated Treaty of Waitangi/Te Tiriti o Waitangi obligations and settlements. While many aspirations are common among iwi Māori, we also recognise that unique needs exist and we are working in different ways to support individual iwi.

Resilient infrastructure is important to communities and their long-term wellbeing. Addressing the planning for and funding of infrastructure ensures communities have the facilities that allow our regions to thrive and prosper.

Contributing to the achievement of this outcome we have three **intermediate outcomes** that represent more specifically the impact we will have:

- » 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.



### What success will look like

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.



## How we will drive change to deliver this outcome

Our key priorities and initiatives over the next four years include:

### **Regulated activities minimise harm and maximise benefits to people and communities**

- » Reduce regulatory barriers and promote increased charitable giving by implementing changes to improve registered charities' governance. This includes making it easier for small charities to report on the use of their charitable funds
- » Protect communities by delivering effective regulatory and policy initiatives
- » Work with domestic and international agencies to prevent online harm in relation to child sexual exploitation, violent extremist content and harmful digital messaging. This includes collaboration on an inter-agency approach to tackling scams
- » Ensure the gambling system operates with integrity and prevents harms as much as possible. This includes strengthening casino industry compliance and maximising community funding from licensed gambling
- » Establish an online casino regulatory system
- » Implement the Financial Action Taskforce supervisory recommendations.

### **Māori are supported to realise their aspirations**

- » Review the Oranga Māori Fund to ensure it is effective in contributing to marae, hapū and iwi to realise their aspirations
- » Support the Lottery Grants Board to evolve their funding system, to ensure it funds more strategically and equitably, and is outcomes driven. Part of this is responsiveness to Māori communities and respect for the Treaty of Waitangi/Te Tiriti o Waitangi. This will include finalising its first Statement of Intent and an outcomes framework to provide direction and ensure greater transparency for its grants distribution.

### **Communities are supported to develop and prosper**

- » Deliver community advisory expertise in regions across Aotearoa New Zealand that contributes to communities, hapū and iwi accessing support and/or funding to assist in achieving their aspirations
- » Work with local government to improve community resilience by reducing risks from natural hazards and climate change. This includes support to local government recovery from severe weather events
- » Establish and maintain a framework for local and central government to agree regional deals that build economic growth, deliver connected and resilient infrastructure, and improve the supply of affordable, quality housing
- » Provide a safe, supportive, confidential place where survivors of state and faith-based care abuse and their whānau can share their experiences through the Survivor Experiences Service. The Service will run through to the introduction of a new, independent redress system in 2025. With the 2024 addition of a records function to assist survivors in requesting, receiving and understanding their care records, it remains committed to providing spaces to continue facilitating healing
- » Support the long-term financial sustainability of the racing industry.



## How we will know we have made a difference

We will use the following outcome indicators to demonstrate the impact of the work we do to support this outcome:

Outcome indicator	Source	Frequency
Overall life satisfaction is maintained or increased	General Social Survey – Stats NZ	Every two years
People’s sense of purpose is maintained or increased	General Social Survey – Stats NZ	Every two years



## Who we partner with to deliver this outcome

- » We work with other agencies in their regulatory and enforcement roles, including the New Zealand Police, the New Zealand Customs Service, international law enforcement agencies and other regulators
- » We 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
- » We work alongside iwi, hapū and community groups, the Lottery Grants Board, other funders and local and central government agencies through our partnership approach to community development across New Zealand.



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



### Why this is important

The Department has Treaty of Waitangi/Te Tiriti o Waitangi obligations that require strong partnerships, engagement and consultation with Māori to be effective. The Department has 66 commitments across 23 Treaty of Waitangi/Te Tiriti o Waitangi Settlements and is also party to 12 Accord Agreements.

This outcome places our relationship with hapū, iwi and Māori at the centre of our decision-making in matters relating to Māori. It requires us to build our capability in te ao Māori, te reo me ōna tikanga and Te Tiriti to help achieve improved, enduring and equitable outcomes for Māori.

The term 'oranga' can be translated as wellbeing but from a te ao Māori perspective it encompasses much more, including the connection between people's health and wellbeing and the whenua (land) and taiao (environment) around them.

Contributing to the achievement of this outcome we have two **intermediate outcomes** that represent more specifically the impact we will have:

- » Mātauranga Māori is respected and valued
- » Māori, iwi and hapū aspirations, interests and rights are understood and respected.



'Te Kai Atihau', carved by Bernard Makaore, represents the relationship between National Library/DIA and Ngāti Whātua Ōrākei, and the original aspirations asserted by Apihau Te Kawau and his nephew Paora Tuhaere.



## What success will look like

Success will mean that by 2030 we will see:

- » Te ao Māori capabilities in the Department 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 of Waitangi/Te Tiriti o Waitangi partnership with Māori through a mix of co-design, management and governance
- » The Department can report on outcomes and impacts for Māori.



## How we will drive change to deliver this outcome

Our key priorities and initiatives over the next four years include:

### **Mātauranga Māori is respected and valued**

- » Increased engagement by the Department with Māori, in a mana enhancing way utilising mātauranga Māori held by our staff. We support continuing to develop relationships held across branches with members of hapori Māori and associated networks. Crown Iwi accords, Mana Ōrite and Memorandums of Understandings also support recognition of mātauranga Māori where trusted relationships exist particularly at mana-to-mana levels
- » Manage collections, holdings, information and taonga, to support communities, whānau, hapū, iwi and Māori to easily access, use and reuse these.

### **Māori, iwi and hapū aspirations, interests and rights are understood and respected**

- » Adhere to existing and new legislated obligations with external Māori representative organisations by leveraging regular reporting to contribute to the oranga hapū, iwi and Māori outcome
- » The Mana Ōrite Relationship Agreement commits to enhancing te oranga whānui o Aotearoa through strategic digital systems and innovations that uplift iwi, hapū and whānau. Through our five-year joint work programme, we will foster a sustainable and equitable digital future for Māori and all people of Aotearoa
- » Implement a competency uplift programme (He Waka Eke Noa) to build strong enduring Māori-Crown relationships.



## How we will know we have made a difference

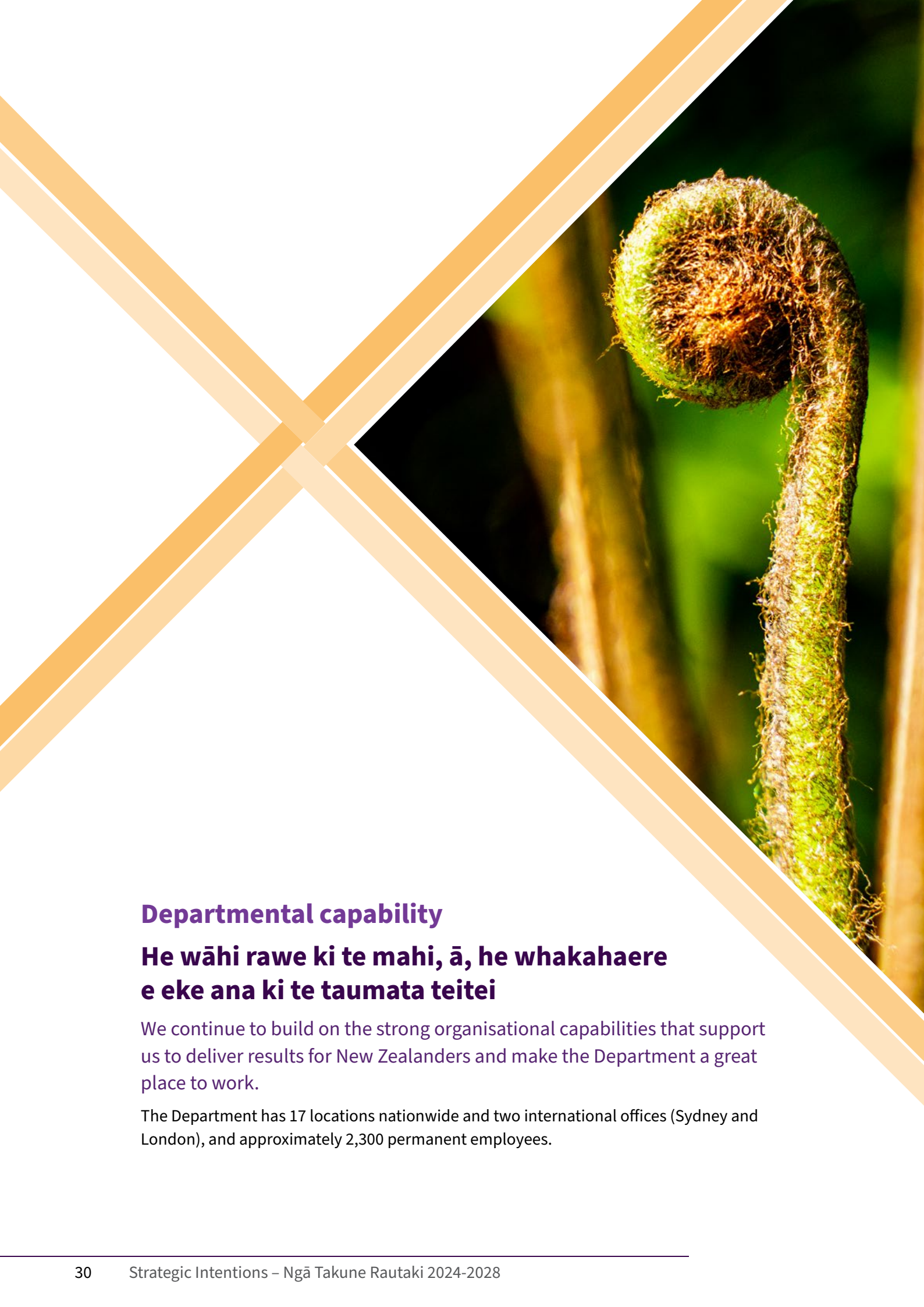
We will use the following outcome indicators to demonstrate the impact of the work we do to support this outcome:

Outcome indicator	Source	Frequency
Māori leaders in the Department at tier 4 level and above is maintained or increased	DIA	Annually
The Department's settlement commitments as reported in Te Haeata is maintained or increased	DIA	Annually



## Who we partner with to deliver this outcome

- » The Department is committed to our legislative obligations to Māori. We currently partner with over 30 Post-Settlement Governance Entities to meet our Treaty of Waitangi/Te Tiriti o Waitangi settlement commitments and deliver on our Accord Agreements. 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
- » The Ngāi Tahu Archives team is co-located with Archives New Zealand in Christchurch. These two teams work together to preserve taonga, and to create and share stories from across the Ngāi Tahu rohe
- » Under the Mana Ōrite Relationship Agreement we partner with the Data Iwi Leaders Group, a subgroup of the National Iwi Chairs Forum authorised to speak on matters relating to data and digital.



## **Departmental capability**

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

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.

The Department has 17 locations nationwide and two international offices (Sydney and London), and approximately 2,300 permanent employees.



## Our leadership and governance

The Department's Executive Leadership Team (ELT) includes our Chief Executive, seven Deputy Chief Executives and the Director of the Office of the Chief Executive. ELT's operating model supports it to undertake a strategic governance role and lead the Department to be a high-performing organisation and a great place to work.

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.

## Risk and assurance

We continue to integrate and embed risk management practice across the Department. As risks are best managed close to the source, everyone needs to be responsible for identifying, understanding, managing and escalating their business risks. This means everyone contributes to effective risk management. Our risk management framework ensures that good risk management is consistent, repeatable and is in line with international standards and best practice.

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 activity over identified risks across the Department.

## Building our organisational capability

The collective skills and expertise of our people are our greatest asset. We are investing in our leadership capability by refreshing our Leadership Development System. Through a leadership development framework and set of programmes, we will support our leaders to put He Tangata, our people, at the centre of everything we do. We will equip leaders with the skills they need, to ensure the Department is a high-performing organisation and a great place to work, where people feel connected, empowered and valued.

Our continuous improvement mindset drives regular review of our systems and processes, supporting our people to deliver our services efficiently and achieve great outcomes for New Zealand.

For our property portfolio, the focus for the next four years is a transition to mature asset management plans and a proactive property asset capital programme. This will support the Department's environmental sustainability Roadmap and cost reduction objectives, alongside ensuring our workplaces continue to meet the Department's needs.

## Building a healthy and safe culture

Over the next four years our focus is on embedding our wellbeing, health and safety management plan to align with best practice and legislative compliance. Our goal is to create a mentally and physically healthy workplace that supports our kaimahi (staff) to thrive.

The Wellbeing Health and Safety Maturity Uplift Programme has developed tools and systems to empower our kamahi to keep themselves and each other safe. Moving forward we will engage with kamahi to integrate these resources and strengthen existing risk controls. Furthermore, we will strengthen the Department’s capability through ongoing training, communication and continuous improvements in systems and resources.

### Equal employment opportunities

Our inclusion and diversity strategy, Taura Herenga Waka, is aligned with our principles (mātāpono). It reflects the five priority areas of Papa Pounamu, a comprehensive programme of work led by the Public Service Commission. We are committed to delivering this strategy which includes our Kia Toipoto – Closing Gender, Māori, Pacific and Ethnic Pay Gaps Action Plan.

### Environmental sustainability

Reducing our emissions enhances operational efficiency and presents an opportunity to transform the way we think about the use of resources to make better decisions for our planet and people. This needs to be carefully balanced against economic outcomes and delivering our services to the people of New Zealand.

We have made good progress reducing emissions from air travel, optimising fleet numbers and transitioning to electric vehicles where possible, investing in energy efficient lighting upgrades and limiting freight emissions per passport. Our focus for the next four years will be on energy efficiency in our property portfolio as this is our biggest opportunity for carbon reduction and savings. This will require proactive planning and investment.

We will continue to refine our data collection and reporting processes, enhancing accuracy and transparency. This empowers our kaimahi with knowledge, data and tools that help to guide business decisions with data-driven carbon insights and facilitates deliberate action aimed at reducing carbon.

### Investment and asset performance

Our assets support our ability to deliver successfully against our strategic intentions. The four-year capital plan is focused on keeping existing systems and infrastructure working well. The Department has limited capacity for further transformative investment at the present time and will prioritise carefully to make the best use of existing resources to maintain existing assets. We strive to have better outcomes for New Zealanders who use our services by investing in making it easier for people to access and use them.





## **Crown entities**

### **He Hinonga Karauna**

The Department monitors three Crown entities and is responsible for managing the Government's relationship with them.



## Office of Film and Literature Classification (OFLC)

The 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’s primary functions are to:

- » Classify publications such as films, books, images or computer files as restricted (usually by age rating) or objectionable (which means illegal to possess or distribute)
- » Provide information about classification decisions and about the classification system as a whole
- » Support and facilitate the development of self-rating systems used by streaming providers
- » Support New Zealand’s response to online violent extremist content.

More information can be found at [www.classificationoffice.govt.nz](http://www.classificationoffice.govt.nz)



## Fire and Emergency New Zealand (FENZ)

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 fire and emergency services throughout New Zealand by both career and volunteer firefighters. FENZ is also responsible for over 14,000 staff and volunteers and is therefore one of the largest organisations in the public service. Its main functions are to:

- » Promote fire safety
- » Provide fire prevention, response and suppression services
- » Provide for the safety of persons and property endangered by incidents involving hazardous substances
- » Rescue people trapped because of transport accidents and other incidents
- » Provide urban search and rescue services.

More information can be found at [www.fireandemergency.nz](http://www.fireandemergency.nz)



## The Water Services Authority – Taumata Arowai

The Water Services Authority – Taumata Arowai is a Crown entity, enabled through the Taumata Arowai – the Water Services Regulator Act 2020. Its objectives are:

- » 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 the Water Services Authority – Taumata Arowai
- » Providing oversight of environmental performance of wastewater and stormwater networks
- » Promoting public understanding of the environmental performance of wastewater and stormwater networks.

More information can be found at [www.taumataarowai.govt.nz](http://www.taumataarowai.govt.nz)



## Ministry for Ethnic Communities

### Overview from the Chief Executive

Since our inception on 1 July 2021, we have embraced our role as the Government’s lead for supporting Ethnic Communities and working to maximise the benefits of diversity and inclusion for all people in New Zealand. We are the Government’s chief advisor on Ethnic Communities, ethnic diversity and the inclusion of Ethnic Communities in wider society.

Our Ethnic Communities make up around 20 percent of New Zealand’s population, an increase of 45 percent since the 2013 Census. Ethnic Communities in New Zealand are the fastest-growing populations and are becoming more diverse, tripling in size since 1996. Within the next decade, Ethnic Communities will make up more than 25 percent of the population, as New Zealand’s Asian population reaches one million people.

There is a correlation between economic performance and social cohesion in any society. Our aim is to be an inclusive New Zealand, where Ethnic Communities are empowered to contribute their skills, culture and voice. We will do this through our four enduring strategic priorities:

- » 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.

Today, Ethnic Communities are employees, employers and business owners across New Zealand. They are involved in a range of sectors from technology, primary industries, manufacturing and exports. From an economic point of view, New Zealand’s super-diversity offers up a refreshing opportunity to positively respond to and navigate the changing economic environment.

Diverse communities contribute to New Zealand’s economy in a myriad of ways. Ethnic businesses are uniquely placed to positively contribute to international trade by fostering relationships and opportunities between New Zealand and the countries they have migrated from and still have connections with. They can also support innovation in all sectors of our society by bringing new ideas and ways of solving problems to New Zealand. The Ministry is uniquely positioned to facilitate and mediate in all these spheres, with deep and trusted relationships that have been established since the Ministry was created.

**Mervin Singham**

Chief Executive

Ministry for Ethnic Communities – Te Tari Mātāwaka

October 2024

## Nature of scope and functions

Our vision and direction reflect the priorities of the communities we serve. When we were shaping our 2022/2025 strategy, Ethnic Communities told us that their main priorities included education, health and economic development, and that their contribution to New Zealand's economic and social fabric is seen and valued.

As we have matured as a Ministry, we have continued to build our capability to support and empower our Ethnic Communities, and raise the visibility of these and other issues that impact their contribution and potential in New Zealand.

Our remit includes people who identify as African, Asian, Continental European, Latin American or Middle Eastern. They include former refugees, asylum seekers, new and temporary migrants, long-term settlers and multi-generational New Zealanders.

As New Zealand's diversity increases and our Ethnic Communities grow and develop, more focus needs to be put on building social cohesion and supporting Ethnic Communities to integrate successfully into their host community. This is especially important with the ever-changing local, national and international environment, in particular overseas conflicts and tensions that are having an impact on social cohesion internationally as well as in New Zealand. In this context it is important that diversity be considered a strength and is valued in areas such as education, employment and business opportunities.

The Ministry is directing its efforts to support newcomers to navigate obtaining government services that differ from their countries of origin. It is also supporting ethnic people to contribute to the New Zealand economy through active participation in employment, and small and large-scale businesses, and to tap into the networks they have in their home countries to expand business and trade opportunities.

Finally, foreign interference is a core national security issue in New Zealand. The Ministry is leading engagement with a selection of Ethnic Communities to determine the impact of foreign interference on Ethnic Communities, build resilience in those communities impacted by this, and build the capability of the public sector to respond to foreign interference in Ethnic Communities.

By focusing on supporting our Ethnic Communities we will contribute to building an inclusive, resilient society for all New Zealanders.

## Strategic priorities

We work with communities, other government agencies and a range of organisations to help increase social cohesion and ensure New Zealand is a place where everyone feels welcome, valued and empowered.

Our mandate comes from the communities we engage with and 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.

The Ministry is the chief advisor to the Government on Ethnic Communities and does not directly provide services to Ethnic Communities. However, to focus on the above priorities we have agreed to the following:

- » Influence changes in policy by providing advice to government agencies and decision-makers on issues that impact on Ethnic Communities
- » Collect and analyse data so that we can demonstrate where government policies are not working well for Ethnic Communities. This includes analysing evidence to identify systemic issues
- » Work with ethnic businesses, economic development agencies and government to realise the economic potential of Ethnic Communities so they can make a stronger contribution. In 2024 the Ministry is organising an inaugural business symposium that brings together Government Ministers, policy-makers, investors, business leaders and entrepreneurs to discuss how Ethnic Communities can add more to New Zealand's economy
- » Work to build intercultural capability within government that leads to positive change for all New Zealanders
- » Use our connections into Ethnic Communities who see us as impartial, to bring communities together
- » Provide funding and other support to enable communities to grow their skills, celebrate their culture and take part productively in society.

These areas will be our focus now and into the future. As well as our enduring priorities we are, as already noted, also engaged in a programme to improve the security and resilience of Ethnic Communities to foreign interference.

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



**Te Kāwanatanga o Aotearoa**  
New Zealand Government