Strategic Intentions
2017–2021

NEW ZEALAND
FOREIGN AFFAIRS & TRADE
Presented to the House of Representatives pursuant to section 39 of the Public Finance Act 1989


COVER ARTWORK
Gordon Walters (1919-95)
*Painting No 7* (1965)
screenprint 2016
505 x 380 mm
Courtesy of the Walters Estate
Ministry of Foreign Affairs & Trade Collection
## Contents

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Foreword from our Minister</td>
<td>02</td>
</tr>
<tr>
<td>Introduction from our Chief Executive</td>
<td>03</td>
</tr>
<tr>
<td>Nature and scope of functions and operations</td>
<td>04</td>
</tr>
<tr>
<td>Strategic direction</td>
<td>07</td>
</tr>
<tr>
<td>Operating intentions</td>
<td>12</td>
</tr>
<tr>
<td>Managing functions and operations</td>
<td>21</td>
</tr>
<tr>
<td>Asset management and investment intentions</td>
<td>24</td>
</tr>
</tbody>
</table>
Foreword from our Minister

The Government requires the Ministry of Foreign Affairs and Trade to deliver value by building and leveraging the connections that exist between New Zealand and the rest of the world.

We want to see more jobs and higher incomes from international trade and investment, New Zealanders able to conduct their lives and businesses safely in New Zealand and overseas, and solutions to the global problems that impact on New Zealand.

To reinforce the Ministry’s ability to protect and advance New Zealand’s economic and security interests in a complex world, the Government announced a significant investment in the Ministry in Budget 2017.

This funding will deepen the Ministry’s frontline capability in New Zealand and offshore and see the opening of new posts in Sri Lanka and Ireland, in addition to the post already being established in Colombia. It is especially focused on improving access to international markets, boosting consular services for New Zealanders overseas, and protecting New Zealand’s interests in the Antarctic Treaty system.

In our immediate region, the Government will continue to prioritise New Zealand’s central relationship with Australia and deep ties with the Pacific. The Pacific will remain the primary destination for New Zealand’s overseas development effort. In the Pacific and beyond, New Zealand’s development cooperation will emphasise the sustainable economic development of partner countries. We will continue to provide critical humanitarian support in times of crisis.

New Zealand will sustain the deepening of our integration and influence in the Asia-Pacific region and our valuable relationships with its major powers. Planning will accelerate for New Zealand’s hosting of the Asia-Pacific Economic Cooperation grouping in 2021. And we will continue to pursue an ambitious regional trade agenda, especially focused on the Trans-Pacific Partnership-11 and the Regional Comprehensive Economic Partnership negotiations.

Europe, the Middle East and Latin America are regions where New Zealand has both long-standing interests to secure and new opportunities to realise. The Government has prioritised New Zealand’s free trade agreement negotiations with the European Union, and we are preparing to negotiate on free trade with the United Kingdom as soon as this is possible. We will use our presence at the Dubai Expo 2020 to showcase New Zealand not only to people and investors from that region, but to the millions of international visitors who are expected to attend the Expo. And we will be making the most of the opportunity to negotiate a free trade agreement with the Pacific Alliance countries of Latin America.

Global problems require global solutions, and New Zealand has long-benefited from a robust international rules-based system which is consistent with our values and interests.

New Zealand will therefore continue to demonstrate that small countries can be influential on the global stage and are valuable partners. The Government will continue to ensure that New Zealand’s contribution to the global rules relating to climate change and to international disarmament makes a positive difference. We will also work alongside partners to counter terrorism and the growth of regional extremism, including through capacity-building efforts in the Asia-Pacific region and the continuation of New Zealand’s Building Partner Capacity Mission in Iraq.

The Government remains unwavering in its commitment to grow and leverage New Zealand’s international connectedness, for the long-term benefit of all New Zealanders. The Ministry of Foreign Affairs and Trade, and its partners across Government, must therefore be aligned, agile, responsive and able to move at pace in delivering on the Government’s priorities and expectations, to ensure the growing prosperity and security of New Zealand.

The world is never static, and the complexity of international relations is growing. That means that there are more risks to manage. But it also means that there are more opportunities to grasp, and more partners who want to work with countries like New Zealand in the pursuit of shared interests. The Government, and the Ministry, is determined to make the most of these opportunities.

Responsible Minister statement

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

GERRY BROWNLEE
MINISTER OF FOREIGN AFFAIRS
RESPONSIBLE MINISTER FOR THE MINISTRY OF FOREIGN AFFAIRS AND TRADE
Introduction
from our Chief Executive

The Ministry of Foreign Affairs and Trade acts in the world to make New Zealanders safer and more prosperous.

We combine the reach of the Government’s global network with the strength of connections at home. We then apply this blend of diplomatic and domestic engagement to achieve outcomes that benefit New Zealanders.

The full scope of the Ministry’s strategic intentions is set out in this document. These illustrate the breadth of New Zealand’s international interests and the vital need for the Ministry to be clear about the Government’s priorities, aligned in our efforts, collaborative in our efforts, and responsive, agile and better able to act at pace.

Top-level priorities for 2017/18 include:

- concluding a Trans-Pacific Partnership Agreement with the ‘TPP-11’ countries
- launching and advancing free trade agreement (FTA) negotiations with the European Union
- securing New Zealand’s interests as Brexit unfolds
- substantially concluding FTA negotiations with the Pacific Alliance
- implementing the Ministry’s contribution to the Trade Agenda 2030 focus on ‘helping exporters succeed’
- concluding an ambitious Singapore–New Zealand Enhanced Partnership
- planning and securing resources needed to host Asia-Pacific Economic Cooperation 2021
- aligning government agencies’ efforts in the Pacific
- agreeing a refreshed statement of New Zealand’s strategic interests in Antarctica
- ensuring negotiations remain on track to conclude the Paris Agreement Work Programme to deliver on New Zealand’s carbon markets and land use interests
- developing and implementing a New Zealand counter-terrorism strategy for South East Asia.

The Government’s investment in the Ministry through Budget 2017 will enable us better to manage the risks and seize the opportunities that exist in the global environment.

Much of this additional resource will be committed to implementing the Government’s Trade Agenda 2030. This will help increase job opportunities and living standards for New Zealanders. We will also strengthen our capability for managing relationships with the United States and China, diversify our relationships with the Middle East, Latin America and regional partners, address cyber and other security issues, and meet the increased demand for consular services.

The recent Performance Improvement Framework review recognised the Ministry’s strong delivery record and endorsed our organisational improvement efforts. In the coming year we will implement a new ‘People Strategy’, take practical steps to make the Ministry a more diverse and inclusive workplace, refresh the Ministry’s values, take a more coordinated and purposeful approach to our collaboration and engagement with New Zealand partners, including through a dedicated Māori engagement strategy, and continue our efforts to maximise the value we deliver for New Zealanders.

Capitalising on the Government’s investment in our capability and our own investment in continuous improvement, we will ensure that the Ministry continues to deliver substantive and substantial benefits for New Zealanders in a fast-paced and changing world.

Chief Executive statement of responsibility

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

BROOK BARRINGTON
SECRETARY OF FOREIGN AFFAIRS AND TRADE
Our purpose
The Ministry acts in the world to make New Zealanders safer and more prosperous.

Our purpose reflects the fundamental value that the Ministry delivers to New Zealand citizens. New Zealanders’ standard of living and ability to live and travel peacefully depend on New Zealand’s economic, political and security connections with the rest of the world and on a stable world order underpinned by international rules.

New Zealanders also benefit from action to make the world a better place. Addressing global environmental challenges and investing in international development delivers dividends for New Zealanders’ well-being and security and makes our future more sustainable.

The Ministry’s functions
The Ministry is the government’s principal agent for pursuing the country’s interests, and representing New Zealand internationally.

We are the government’s specialist foreign, trade and development policy adviser and international legal advisor. We lead the New Zealand government’s diplomatic network, a unique national asset, safeguarded by international law, able to speak with an authoritative voice, and with heads of mission and post formally charged with representing the state.

We negotiate agreements, shape regional and international organisations, influence other governments’ decisions, deliver official development assistance and provide support for businesses and New Zealanders overseas. And we help the government and New Zealanders understand what is happening in the world and the implications for New Zealand.

To be successful in delivering our objectives internationally, we need to be well grounded in and connected to New Zealand’s society and economy. We are committed to a deliberate, coherent and coordinated engagement process with Māori. We also engage and collaborate with business, non-government organisations, local government and academia, and work to build public understanding and engagement around the Ministry’s work.

NZ Inc partnerships
Our partnerships with NZ Inc agencies are critical to delivery of results for New Zealanders. Where the government’s objectives have an international dimension, the Ministry leads and supports an integrated NZ Inc approach, both onshore and offshore, to maximise collective impact.
Portfolios
The Ministry works for Ministers in three ministerial portfolios:

- Foreign affairs
- Trade
- Climate change issues

Within the foreign affairs portfolio, we manage New Zealand’s official development assistance and promote disarmament and arms control.

Votes
The Ministry administers two Votes:

- Vote Foreign Affairs and Trade funds the Ministry’s operating costs, Crown entities and charitable trusts, membership of international organisations, and obligations under the Vienna Convention to resident diplomatic missions.
- Vote Official Development Assistance consists of two multi-year non-departmental appropriations from which the New Zealand Aid Programme is funded and a departmental appropriation covering the cost of managing the New Zealand Aid Programme.

Crown entity responsibilities
The Ministry monitors the performance of Antarctica New Zealand. This Crown entity provides logistical support to, and manages New Zealand’s activities in, Antarctica and the Southern Ocean, particularly in the Ross Dependency.

With the Ministry of Business, Innovation and Employment we jointly monitor the performance of New Zealand Trade and Enterprise, the Government’s international business development agency.

Legislation administered
We solely administer 30 pieces of legislation. With the Ministry of Justice, we jointly administer the International Crimes and International Criminal Court Act 2000 and the Terrorism Suppression Act 2002. We administer export controls on strategic goods under the Customs Export Prohibition Order 2011.

We administer several statutory regulations, particularly relating to United Nations Security Council sanctions, diplomatic privileges and immunities, and Tokelau.
Strategic direction

The global environment

The external environment is as ever challenging. New Zealand therefore needs to be assertive and innovative in taking advantage of opportunities and vigilant in guarding against risks.

On the upside, global economic strength is shifting toward Asia where there are fewer signs of protectionism than in some other regions. China’s population of 1.4 billion and South East Asia’s of 640 million represent a significant opportunity for New Zealand. We are well-placed to take advantage of demand from growing middle class markets and flows of investment, visitors and migrants and technology. Increasing global connectedness — driven in particular by technology developments — provides opportunities for a small, distant, trading nation like New Zealand.

On the downside, economic opportunities will be tempered by the shorter term outlook for weak global growth and the emergence of protectionist trends in some of our major markets outside Asia. Increased dependence on technology also creates new systemic vulnerabilities in cyber security. Transnational crime and terrorism are significant security preoccupations.

New Zealand’s interests lie squarely in an open, connected, stable, rules-based system — small countries will not prosper in a world where borders are hard and where large powers use economic and military might unfettered by accepted norms and rules.

Changes in the world’s geopolitical order are acutely apparent in the Asia-Pacific region. The evolution of the United States–China relationship will have global significance and is central to New Zealand’s interests in the stability of the Asia-Pacific region.

At the same time, the global rules-based system (including the United Nations, World Trade Organisation and international financial institutions), designed to manage global security and economic challenges through collective decision-making, and rooted in values aligned to our interests, is under pressure from shifts in global power and nationalist trends.

The domestic environment

Shifts in the New Zealand public sector, economic and social environments have a significant impact on the Ministry’s work. In an increasingly interconnected world, the distinction between domestic and international issues is less sharp and this also has implications for how the Ministry operates.

Evolving expectations of government agencies’ relationship with the New Zealand public that are particularly relevant to the Ministry include:

- Deeper and more transparent domestic engagement to earn the confidence of New Zealanders and demonstrate that their opinions count (including on trade policy where “social licence” has been contested)
- More active social media presence alongside direct engagement
- Improved service delivery to New Zealanders, and
- Clearer demonstration of the value agencies deliver to New Zealanders.

The increasing influence on international relations of individuals, companies and organisations operating outside the ambit of governments and the existing multilateral system adds a further layer of complexity to the international landscape.

Climate change will have wide-ranging adverse effects on the global environment, with innovation being critical to both mitigation and adaptation efforts. Its impact will fall disproportionately on poorer countries, including in the Pacific. The effects of climate change, together with significant changes in world production and consumption, will over time place pressure on limited global resources (water, food, land, energy, minerals). The response to climate change is also driving transformational change towards a low-carbon global economy, with the potential opportunities and risks for New Zealand requiring astute management.
In respect of agencies’ relationships with Māori, there are:

- Expectations of a more deliberate, coherent and coordinated engagement process with Māori on policy issues of interest to them, and
- Opportunities to capitalise on the increasing maturity in Crown-Māori relationships.

The Government’s drive for deeper collaboration among agencies to deliver responses to major challenges, including those that span the domestic and international agendas, is intensifying the Ministry’s work with:

- Economic agencies, to improve underlying economic growth and productivity, and
- Security agencies, to combat increasing security risks, especially cyber but also terrorism and illegal migration.

At the economic level, changes in the composition of the New Zealand business sector are requiring the Ministry to re-orient our support and engagement. These changes include New Zealand companies’ participation in global value chains; the growth of the Māori economy; and the growing significance of services trade and digital commerce relative to goods exports.

The key social shift impacting on the Ministry is the increasing diversity of New Zealand’s population. Growing Asian and Pasifika communities create significant opportunities for the Ministry’s work and for recruiting a more diverse workforce.

At the delivery level, New Zealanders’ ability to travel overseas in increasing numbers and to more risky destinations, accompanied by higher expectations of access to support, impacts on the Ministry’s consular services.
Strategic priorities

Our Strategic Framework sets out the Ministry’s ten-year strategic outcomes and our four-year objectives (refer to page 10).

Our strategic outcomes capture the value we deliver for New Zealanders over the long term. They are:

- **Prosperity**: Our work delivers improved prosperity for New Zealand and our region
- **Stability**: Our work delivers security and resilience to our country, our people and our region
- **Kaitiakitanga**: Our work delivers solutions to global challenges for the benefit of present and future generations
- **Leadership**: Our work amplifies New Zealand’s influence and standing in the world.

Our four-year objectives, where we focus our effort to deliver these outcomes, are:

- **Global Rules-Based System**: Act in the United Nations and other international organisations to improve effectiveness, accountability and value for money for New Zealanders
- **Business Growth Agenda**: Increase market access, regional economic integration, and improve the international performance of New Zealand businesses
- **Asia-Pacific**: Embed New Zealand as an integral and trusted partner in the Asia-Pacific
- **Pacific**: Safeguard New Zealand’s interests and influence in the Pacific and improve the prosperity, stability and resilience of the region and its people
- **Environment**: Promote smart international solutions on climate change, oceans and Antarctica that ensure environmental protection and the sustainable use of natural resources
- **Security**: Protect and advance New Zealand’s and New Zealanders’ security
- **Organisational capability**: Build robust and enduring organisational capability to deliver strengthened and coherent international engagement

New Zealand’s official development assistance has 12 investment priorities and six policy priorities that are reflected in these objectives.  

---

1  New Zealand Aid Programme Strategic Plan 2015-19
Our strategic framework

The Ministry acts in the world to make New Zealanders safer and more prosperous

Economy
Build a more competitive and productive economy

Finances
Responsibly manage the Government’s finances

Services
Deliver better public services to New Zealanders

Christchurch
Support the rebuilding of Christchurch

Prosperity
Our work delivers improved prosperity for New Zealand and our region

Stability
Our work delivers security and resilience for our country, our people, and our region

Leadership
Our work amplifies New Zealand’s influence and standing in the world

Kaitiakitanga
With our robust and enduring organisational capability, we support...
...the delivery of our four-year foreign policy, trade and development objectives, that in turn contribute...
...to our strategic outcomes, that are aligned with...

Government priorities

Global Rules
Objective 1
Act in the United Nations and related international organisations to improve effectiveness, accountability and value for money for New Zealanders

BGA
Objective 2
Increase market access, regional economic integration, and improve the international performance of New Zealand businesses

Asia-Pacific
Objective 3
Embed New Zealand as an integral and trusted partner in the Asia-Pacific

Pacific
Objective 4
Safeguard New Zealand’s interests and influence in the Pacific and improve the prosperity, stability and resilience of the region and its people

Environment
Objective 5
Promote smart international solutions on climate change, oceans and Antarctica that ensure environmental protection and the sustainable use of all natural resources

Security
Objective 6
Protect and advance New Zealand’s and New Zealanders’ security

Objective 1
Global Rules
Act in the United Nations and related international organisations to improve effectiveness, accountability and value for money for New Zealanders

Objective 2
BGA
Increase market access, regional economic integration, and improve the international performance of New Zealand businesses

Objective 3
Asia-Pacific
Embed New Zealand as an integral and trusted partner in the Asia-Pacific

Objective 4
Pacific
Safeguard New Zealand’s interests and influence in the Pacific and improve the prosperity, stability and resilience of the region and its people

Objective 5
Environment
Promote smart international solutions on climate change, oceans and Antarctica that ensure environmental protection and the sustainable use of all natural resources

Objective 6
Security
Protect and advance New Zealand’s and New Zealanders’ security
1. GLOBAL RULES-BASED SYSTEM

Act in the United Nations and related international organisations to improve effectiveness, accountability and value-for-money for New Zealanders

Why this matters

New Zealand’s interests are best served by a global rules-based system where trans-border challenges and disputes among states are settled peacefully. The rules-based order, whether in support of the environment, peace and security or trade, increases certainty and stability for individuals, businesses and organisations. The current global rules-based system faces challenges which impact on its effectiveness and credibility in the eyes of states and their citizens and make it harder for small states, such as New Zealand, to thrive. Nevertheless, the United Nations and other international organisations have unparalleled convening power and provide opportunity for New Zealand to engage and influence at the highest level to advance our strategic and relationship objectives. Our ability to deliver results is amplified when we create strong constituencies, including by leveraging the weight of influential New Zealanders, to protect and advance New Zealand’s interests and values.

What we intend to achieve

We are seeking a global rules-based system that delivers better results for New Zealand. This requires us to strengthen New Zealand’s influence in that system.

What success will look like

• A system which effectively manages global problems in line with New Zealand interests
• The United Nations system better reflects the interests of New Zealand and other small states
• The constituencies that we create advance New Zealand’s interests.

What we will do to achieve this

• Champion the value of the global rules-based system
• Pursue improvements to its effectiveness
• Continue to leverage the global influence and relationship network built during New Zealand’s United Nations Security Council term
• Create stronger constituencies for New Zealand policy priorities.
BUSINESS GROWTH AGENDA

Increase market access and regional economic integration, and improve the international performance of New Zealand businesses

Why this matters

Trade is essential for New Zealand’s prosperity and New Zealanders’ standard of living. Overseas markets provide the opportunity for New Zealand businesses to grow to a scale that could not happen in New Zealand alone and thereby create a larger number of sustainable jobs with higher wages.

New Zealand exporters face enduring challenges of distance from markets, small scale, and protectionism. With the significant increase in protectionism in some major markets, New Zealand needs to be even more active in safeguarding an open global trading system.

The Government reiterated its commitment to free trade by launching New Zealand’s refreshed trade strategy in March 2017: ‘Trade Agenda 2030 - Securing our place in the world’. Implementing this strategy will improve economic resilience, lift growth and deliver higher living standards for all New Zealanders and contribute to the Business Growth Agenda goal of lifting exports to 40 percent of gross domestic product by 2025.

What we intend to achieve

We seek to secure and improve access to a diverse range of markets by concluding more free trade agreements and maximising the benefits of this access, reduce non-tariff barriers, support new growth opportunities in services, investment and digital trade, help New Zealand companies better to seize international business opportunities and help sustain the World Trade Organisation.

What success will look like

- Increased proportion of trade covered by free trade agreements, with coverage lifted to 90 per cent of New Zealand’s goods exports by 2030
- Existing market access is maintained
- Market access barriers, including particularly non-tariff barriers, are progressively lowered or removed
- Priority placed on services, investment and digital trade issues will be higher than today
- New Zealand exporters are satisfied with the support received from the Ministry
- Contacts and assistance provided to a more diverse range of businesses
- Improved capability of business to compete offshore
- New Zealand embassies connect businesses with opportunities (including overseas direct investment and foreign direct investment)
- Improved engagement with New Zealanders and Iwi on trade policy and issues

What we will do to achieve this

- Conclude and implement the Regional Comprehensive Economic Partnership, the Gulf Cooperation Council FTA, an upgraded China FTA and an FTA with the Pacific Alliance, launch and conclude the European Union FTA
- Bring the substance of the Trans-Pacific Partnership into effect through the TPP-11
- Explore the scope for a high quality trade deal with the United States
- Secure New Zealand’s interests in the Brexit process and negotiate a high quality free trade agreement with the United Kingdom as soon as this is possible
- Enhance all-of-government efforts to identify and resolve non-tariff barriers
- Take appropriate action to protect market access through dispute settlement and to protect the integrity of the New Zealand brand
- Increase the emphasis of trade policy on services, investment and digital trade issues
- Deliver, with NZ Inc agencies, intensified operational support to assist businesses to achieve their internationalisation objectives
- Sustain a robust and viable World Trade Organisation
- Support a successful Dubai Expo 2020
- Increase our engagement with New Zealanders on trade issues
- Continue to engage Iwi on the importance of success in New Zealand’s trade policy for development of the Māori economy
3.

**ASIA-PACIFIC**

Embed New Zealand as an integral and trusted partner in the Asia-Pacific

---

**Why this matters**

New Zealand’s prosperity and security are increasingly anchored in the Asia-Pacific region. Our changing economic geography means that seven of New Zealand’s top ten trading partners are in this region. Growing strategic competition in the Asia-Pacific region and the evolving dynamic between the United States and China will have significant implications for the stability of the region. New Zealand has a critical interest in regional stability given the location of our shipping routes, goods and services markets, investment and people flows. This drives our determination to be an active participant in regional integration processes and our strong support for effective regional architecture. Enduring and effective bilateral relationships that protect and promote New Zealand interests are also critical.

---

**What we intend to achieve**

Our aim is to embed New Zealand as an integral and trusted partner in the Asia-Pacific by actively safeguarding our political, economic and security interests; shaping regional organisations to advance New Zealand interests; and supporting more New Zealand businesses to enter and succeed in Asia-Pacific markets.

---

**What success will look like**

- Issues important to New Zealand are managed successfully and key objectives are achieved
- Regional issues are managed peacefully through the Association of Southeast Asian Nations Regional Forum and the East Asia Summit
- The shaping of norms and goals on emerging security and economic issues matches New Zealand interests
- The number of New Zealand exporters succeeding in Asia-Pacific markets is increased
- New Zealand exporters are satisfied with the support received from the Ministry

---

**What we will do to achieve this**

- Deliver an effective and impactful Asia-Pacific Economic Cooperation 2021 that progresses New Zealand’s Asia-Pacific interests and maximises profile opportunities
- Manage a portfolio of relationships that balances New Zealand’s broad range of interests in the Asia-Pacific
- Participate (alone or with others) in addressing regional strategic challenges
- Advance New Zealand’s interests through the East Asia Summit
- Deepen political influence within the Association of Southeast Asian Nations and increase emphasis on the contribution of the region to Business Growth Agenda goals
- Deliver a development programme that focuses on improving renewable energy, disaster risk reduction, and agriculture capability to enable economic growth and human development
- Improve coordination between NZ Inc government agencies to deliver refreshed country-specific strategies and objectives in the region
- Support businesses to take opportunities created by new and upgraded regional free trade agreements
- Support New Zealanders and New Zealand organisations to be more capable of engaging in the region.
4. PACIFIC

Safeguard New Zealand’s interests and influence in the Pacific and improve the prosperity, stability and resilience of the region and its people

Why this matters

New Zealand’s relationship with Pacific Island countries is unique and sits at the crossroads of our domestic and international interests. New Zealand shares close historical, cultural, sporting and economic ties with our Pacific neighbours and is home to significant Pasifika populations. New Zealand has constitutional arrangements with the Cook Islands, Niue and Tokelau and the people of these countries share New Zealand citizenship. Stability and sustainable growth in the region are fundamental to New Zealand’s security and prosperity.

Shifting geopolitical dynamics require New Zealand to adapt to secure and deepen its leadership role in the Pacific.

Pacific Island countries face a range of challenges including limited resource bases, economic under-performance, and environmental vulnerability. We have an enduring interest and a significant role to play to ensure our Pacific neighbourhood maximises development outcomes and builds resilience and stability.

What we intend to achieve

Our aim is to support Pacific Island countries to be well-governed, resilient and stable, and for Pacific people to be more prosperous and enjoy higher health and education standards. And we aim for Pacific Island countries’ positions and actions to support New Zealand’s strategic interests, with New Zealand’s position as a partner of first choice for Pacific Island countries enhanced.

What success will look like

- Decisions by Pacific Island countries and regional fora align with New Zealand interests
- New Zealand enhances its position as the partner of first choice for Pacific Island countries
- Strengthened economic governance, resilience, and law and justice systems
- Improved contribution from agriculture, tourism and fisheries sectors
- Increased economic benefit from trade and labour mobility
- Increased access and use of renewable energy and information technology
- Improved health of people in the Pacific
- Improved knowledge, skills and basic education

What we will do to achieve this

- Coordinate New Zealand diplomacy and development delivery
- Lead coherent policy development and execution across NZ Inc agencies
- Engage with Pacific leaders to ensure an effective, leader-led Pacific Islands Forum
- Improve Pacific Island countries capability to manage national and regional threats to stability
- Undertake rapid and effective responses to humanitarian emergencies
- Increase private sector-led economic growth
- Implement an effective New Zealand Aid Programme through evidence-informed practices
Why this matters
Complex threats to the world’s natural environment pose risks to the security and prosperity of New Zealand, our region and the world. International rules and cooperation are critical to tackle trans-border issues such as climate change and the health of the world’s oceans. International responses can bring economic costs and also open up opportunities for New Zealand. Our geographic location means we give priority to the security, economic and kaitiakitanga dimensions of the Pacific, the Southern Ocean and Antarctica. In turn, New Zealand has an opportunity to offer leadership and expertise in these domains.

What we intend to achieve
We aim to deliver three priority outcomes for New Zealand: achieving an effective global response to climate change to which New Zealand contributes credibly and through which Pacific climate resilience improves, healthy and productive oceans, in particular the Pacific and Southern Oceans, and safeguarding New Zealand’s strategic interests in Antarctica.

What success will look like
- Rules and guidelines agreed under the Paris Agreement protect New Zealand’s ability to meet its commitments and sustain the integrity of the Agreement itself
- New Zealand is recognised as a champion of carbon markets, a thought leader on agriculture and climate change response (including the Global Research Alliance), and a supporter of fossil fuel subsidy reform
- Climate resilience is improved in the Pacific, including through better access to the Green Climate Fund
- Improved management of key Pacific fish stocks
- Ross Sea Marine Protected Area established and successfully implemented
- Illegal, unreported, and unregulated fishing eliminated in the Southern Ocean and reduced in the Pacific Ocean
- Whaling eliminated in the Southern Ocean
- The value of Christchurch as a gateway city to Antarctica is sustained and developed
- New Zealand is equipped to operate effectively in Antarctica, including with key partners
- Antarctic science delivers benefits to New Zealand in line with government priorities
- Tourism management in Antarctica is strengthened
- New Zealand activity in Antarctica is an exemplar of environmental protection.

What we will do to achieve this
- Develop and lead integrated New Zealand international climate change action
- Pursue international rules that enable New Zealand to meet its commitments and protect the core Paris Agreement political deal
- Advance international carbon markets initiatives, international engagement on agriculture and climate change, and promote fossil fuel subsidy reform
- Support clean energy and climate-resilient communities in the Pacific
- Address key challenges in the Pacific and Southern Oceans through improved conservation and management
- Protect the Pacific and Southern Oceans from illegal, unreported, and unregulated fishing
- Ensure New Zealand’s Antarctic-related diplomacy, security, science, and operational platforms are aligned and delivering best value to New Zealand
- Make a constructive contribution to limiting the adverse effects of increased human activity in Antarctica

ENVIRONMENT
Promote smart international solutions on climate change, oceans and Antarctica that ensure environmental protection and the sustainable use of natural resources.
6. SECURITY

Protect and advance New Zealand’s and New Zealanders’ security

Why this matters

Persistent and emerging international security threats in an increasingly interconnected world are more directly impacting on New Zealand’s security and prosperity, and on the safety of New Zealanders. Moreover, the international rules-based system – the long-term foundation of New Zealand’s security and vital to our global trading interests – is under pressure from state and non-state actors alike.

In this increasingly volatile environment New Zealand needs to actively protect its own security interests. We have a direct interest in contributing to, and helping to shape, a stable and secure Asia-Pacific region, and in supporting a stable and secure South Pacific.

New Zealand also supports its broader security interests by contributing to global peace and security initiatives. Our contributions are an investment in, and expectation of, mutual security relationships and develop broader diplomatic capital.

What we intend to achieve

In protecting and advancing the security of New Zealanders in this capricious strategic environment, we pursue four broad security outcomes: to identify and mitigate external threats to the security of New Zealand and New Zealanders; to support a more secure and stable South Pacific; to shape the security dynamics in the broader Asia-Pacific region in our interests; and to contribute to international peace and security initiatives in ways that advance our security as well as our foreign policy goals and project New Zealand’s influence internationally.

What success will look like

- Relevant threats to New Zealand are identified and assessed by the Ministry in a timely manner
- Threats to New Zealand security interests are mitigated
- New Zealand makes a credible contribution to collective responses to global security threats
- Developing norms on emerging security issues reflect New Zealand interests
- New Zealand’s security objectives are integrated within broader bilateral, regional, trade and development goals
- Pacific Island countries’ governments are able to proactively address security threats
- Medium-term regional counter-terrorism threat levels do not increase
- New Zealand influences decisions made in the Asia-Pacific regional security fora

What we will do to achieve this

- Improve the safety of New Zealanders offshore, particularly during major events and international crises
- Reduce the risk to New Zealand and New Zealanders from terrorism, cyber threats, and illegal migration
- Influence partners to take action in New Zealand’s direct security interests
- Enhance the Government’s understanding of the broader external security environment and how it affects the country’s security and foreign policy interests
- Advance international humanitarian law, United Nations, and treaty-based disarmament, and non-proliferation efforts regarding conventional and nuclear weapons
- Improve coordination with New Zealand security agencies on international security issues
- Advance New Zealand’s security interests and connections in the Asia-Pacific through bilateral engagements and at regional fora.
Our people are highly capable and diverse, with the right skills and expertise needed to deliver on government priorities, and are highly engaged and productive.

Why this matters
The Ministry’s people are its most important resource. Our workforce capacity needs to match our business needs, and we need the capability (skills, knowledge and experiences) to meet our business objectives. Resource pressures will continue, with an expectation of increasing transparency and accountability for human resource deployment and expenditure, and changing workforce expectations require the Ministry to adapt its approach to meeting resourcing requirements. Our people will perform best when they have a happy, safe and healthy working environment.

What we intend to achieve
We aim to ensure that we have the right people in the right places at the right times, develop our people for the future, are diverse and inclusive, and care for and value our people.

What success will look like
• Reduced capacity and capability gaps reported by managers
• Reduced gap between current and future capability profile
• Improved leadership helps deliver strategic objectives
• We attract and retain a diverse workforce
• Reduced inequalities for women
• Improved engagement, work-life balance and value that staff perceive from their contribution
• Health and safety risks are identified, reduced and mitigated

What will we do to achieve this
• Enhance learning and development for all staff and leadership capabilities based on identified business needs
• Enhance and communicate a clear, shared set of values and value proposition for working at the Ministry
• Identify and address barriers to attracting and retaining a more diverse workforce
• Ensure all staff are safe, have good work-life balance and feel engaged and valued for the work they do.

Our networks — our broad established diplomatic network of offshore posts, accreditations and honorary consuls, as well as our digitally enabled networks, are in the right place at the right time.

Why this matters
Evolving government priorities in a complex global environment require us to focus our resources and adjust to change. Available resources, a drive for greater efficiency and effectiveness, security challenges and our health and safety obligations will impact the shape and scale of our network. A whole-of-government approach is required for policy coherence and integrated service delivery across our network. Rapid changes to the way information flows require smart digital thinking and forward planning. New Zealanders have an expectation that our network will deliver value for them.

What we intend to achieve
We aim to ensure that our network is responsive to changing political, security, trade and consular priorities. We also aim to provide a coherent New Zealand face to the world, with a network that keeps our people and information safe, and an offshore footprint that provides improved value-for-money.

What success will look like
• A network that adapts to changing priorities
• Improved policy coherence in NZ Inc offshore activities
• Increased use of NZ Inc common workspaces
• The Ministry’s capital and operating investment enables better deployment of property and information technology resources
• Reduction in forecast increases to long-term costs for our network
• Increased use of digital technology
• Operation of our networks meet health and safety and security requirements
• Low occurrences of health and safety incidents and security breaches.

What we will do to achieve this
• Develop an investment approach that identifies long-term priorities and presents an investment-ready proposition
• Ensure operating and establishment models are tailored to different locations and circumstances
• Lead a more coordinated NZ Inc network with sharper interoperability, capable of making better informed strategic decisions
• Improve the use of technology to deliver services and communicate digitally
• Ensure more flexible deployment of expertise across the network
• Ensure coherent governance of the offshore footprint
• Integrate a health and safety programme and security into the operation of our networks.

Why this matters
Building and maintaining relationships is at the heart of the Ministry’s work. While the Ministry’s relationship activities offshore are well understood, it is the quality of the Ministry’s relationships onshore that often determine international success. These domestic relationships include NZ Inc government agencies, the private sector and non-governmental organisations, Māori and the New Zealand public.

The increasing complexity and interconnectedness of the modern-day world requires the Ministry to adopt a broader range of relationship-building skills, tools and systems. The size of this challenge, and the opportunity to maximise value requires the Ministry to provide NZ Inc leadership, coordination and support.

What we intend to achieve
We aim to ensure NZ Inc agencies’ international delivery is co-ordinated and effective. New Zealand has the diplomatic capital to effectively promote its interests, relationships with domestic stakeholders (private sector, Māori, non-governmental organisations, civil institutions) improve the quality of New Zealand’s international engagement and programme delivery, the Māori dimension is understood and reflected in our work, and New Zealanders support the work of the Ministry and have opportunities to enquire and engage.

What success will look like
• NZ Inc agencies understand each other’s roles and objectives, and how we support others to work towards them
• New Zealand can rally support for priority initiatives as they arise (for example, the European Union free trade agreement and Asia-Pacific Economic Cooperation 2021)
• Domestic stakeholders are satisfied with their engagement with the Ministry
• The Ministry’s policy development reflects the obligations of the New Zealand Government
• The Māori dimension is reflected in the way we present ourselves to the world
• Public information enquiries are responded to in a timely manner (including websites, email, social media)
• Participation in consultations and hui

What we will do to achieve this
• Strengthen NZ Inc agencies’ engagement to deliver increased value from the collective effort
• Increase diplomatic capital to advance and protect New Zealand’s interests
• Ensure a public diplomacy and communications-savvy organisation informed by, and influential with, publics onshore and offshore
• Improve the domestic engagement framework with stakeholders and Maori partners.

Our systems — the way we operate our business and the tools we use to achieve and deliver our objectives are fit-for-purpose to enable fast, efficient, and effective delivery.

Why this matters
The nature of the Ministry’s operations, and location of its posts and accreditations, strongly influences the processes and systems we need to operate effectively. Increasing pressure on the Ministry’s resources requires better prioritisation and trade-off decisions. The changing technology and security environment, as well as the need to respond to major events and crises, requires forward planning, resilience and flexibility within our tools and systems. Our internal business enablers need to align with business objectives – some of which may be influenced by external factors outside of our direct control.

What we intend to achieve
We aim to ensure enduring alignment of the Ministry’s strategy and budget, operational management systems are tailored to the specific and varied needs of our domestic and international operations, tools and systems are secure and resilient in the face of change, uncertainty, and crises, and suited to varied geographical locations, and improved engagement, planning and coordination between stakeholders who enable our operations.

What success will look like
• Effective management of our capital and operating investments align with the Ministry’s strategy
• Delivery of agreed actions from independent reviews to improve our processes and systems
• Both current and future operating management systems deliver effectively and as intended
• The Ministry’s people and information are kept safe through the delivery of health and safety, security and privacy strategies
• Important information is secure and accessible for those who need it to make decisions
• Continuous alignment of the Ministry enabler plans (asset management, information technology, investment, security, processes) to strategic objectives
• Alignment of NZ Inc infrastructure offshore

What we will do to achieve this
• Ensure the Ministry has the resources, mandate and capability to deliver its strategic objectives and other core business
• Improve the processes, rules, capabilities, information and behaviours that work together to shape the way our investments and infrastructure are prioritised and managed throughout their life cycles
• Build and implement networks, systems and processes (supported by the appropriate tools) that enable our people and NZ Inc partners to realise their objectives
• Ensure that important information is secure and enables our people and NZ Inc partners to make good decisions, and to monitor and evaluate performance
• Greater integration of our strategic business objectives with our people, processes and systems.
Managing functions and operations

The Ministry invests continuously in improving its effectiveness and sustainability as an organisation to support the achievement of our strategic objectives in an increasingly challenging environment. The two external reviews undertaken in 2016 – the Performance Improvement Framework review and Investor Confidence Rating – have reinforced efforts under way and helped focus future efforts. Our organisational improvement priorities are summarised below.

One Ministry: a happy, healthy and high-performing community

From July 2017, we will be implementing a new People Strategy that will help us achieve our aspiration to be a diverse and inclusive Ministry of high performing, agile and capable staff; who feel valued and engaged; and where staff can grow over time in their careers. We want to build a community that shares a common vision, a set of values, behaviours and expectations, and a view of the future that will influence the way in which the Ministry’s people interact and collaborate to achieve common goals.

Implementing the strategy will address recommendations in the Performance Improvement Framework review on diversifying our workforce, investing further in leadership and management capability, developing and leveraging the capability of the whole organisation including local staff at posts, deploying our resources strategically, providing career path clarity for all staff, and enabling staff to achieve better work-life balance.

Diversity and inclusiveness

The Ministry is giving priority to diversity and inclusiveness in 2017. We can only succeed when we attract and retain the best talent, when our people reflect the diversity of who we represent – New Zealand – and when the value that diversity adds is recognised. A Diversity and Inclusion Strategy is being developed and will be launched in 2017. This strategy will articulate the kind of organisation we aspire to be and the steps we need to take to meet the goals set out in our strategy.

Equal employment opportunities

We place a strong emphasis on fostering a diverse and inclusive workplace. In representing New Zealand, it is important we have a diverse workforce that reflects the cultural diversity of New Zealand and our role and position in the Pacific.

We are committed to the principle and practice of equality. We base appointments on merit, while recognising the employment aspirations of Māori, Pacific people, ethnic and minority groups, women and people with disabilities. We ensure fairness in employment for all persons and groups.
Strengthening our culture and values

A core component of the People Strategy will be refreshing our organisational values so that they enhance our overall performance in ways that are owned by staff. To ensure they positively influence behaviours, we will embed the values in how we operate by developing tools and resources and integrating them into our processes.

Through this work, we will address the Performance Improvement Framework review recommendation to develop a ‘single strong narrative about the Ministry’s beliefs and way of working’. This will contribute to our performance and organisational well-being, and influence the effectiveness of our domestic stakeholder engagement.

Effective stakeholder engagement and outreach

To deliver on our objectives, the Ministry needs to be well connected to New Zealand’s society and economy, to provide effective NZ Inc leadership and to collaborate effectively with NZ Inc agencies and other partners. Our New Zealand engagement is extensive but needs to be more systematic, customer-focused and interactive.

We have initiated a work programme that will create a path towards long-term excellence in this area. We will establish and embed a more systematic, coordinated and purposeful approach to our New Zealand engagement, including through a dedicated Māori engagement strategy. Outreach to New Zealand stakeholders on the important issues the Ministry is pursuing for New Zealand’s benefit will be increased. To inform continuous improvement, we will obtain and act on feedback from customers and partners in a more systematic way.

We will improve the clarity, consistency and accessibility of our services to business customers, and work more closely with businesses on strategies for growing the value of New Zealand’s exports through Trade Agenda 2030.

Working in partnership with other NZ Inc agencies is critical for providing quality policy advice to the Government and delivering services to New Zealand customers. We will adopt a more collegial and collaborative approach to engagement with NZ Inc colleagues, work inclusively on policy and strategy development, and ensure that the Ministry provides strategic leadership to maximise NZ Inc effectiveness in the international arena.

Sharpening strategic performance

Building on the investment in our Strategic Framework over recent years, we will further develop aspects of it to underpin future strategic performance. One priority is to bolster the longer-term dimension of our strategic planning to ensure the Ministry is positioned to maximise opportunities and manage risks over a ten-year horizon.

In addition, we aim to demonstrate better the value we deliver for New Zealanders and the impacts we achieve for New Zealanders from the investment of taxpayer money. This focus on impact will help us strengthen prioritisation of effort and resources. Extending evaluation approaches beyond the New Zealand Aid Programme to other areas of the Ministry’s work will improve our ability to understand and demonstrate impact and encourage innovation.

Working in a safe, resilient environment

Significant four-year programmes of work are under way to ensure the Ministry keeps our people, property and information safe, and mitigates legislative and reputational risks.

The Health and Safety at Work Act 2015 has operational implications for the Ministry in ensuring staff and other workers, including those operating offshore, work in an environment that is safe, healthy and secure. Following intensive effort in 2016, we aim to have completed by the end of 2017 the design and implementation of new systems and processes and to have embedded these in everyday Ministry activity.

The Ministry has developed a programme to improve security awareness and capability to help keep our people, information and assets safe. This is in response to the Protective Security Requirements that all government agencies are expected to implement to manage personnel, physical and information security.
The Ministry is advancing a programme of work to improve its resilience. Dedicated resilience capability has been established to align the Ministry’s response management responsibilities and finalise alternative accommodation for head office in the event of a significant event in Wellington. Ministry-wide training for Coordinated Incident Management System roles will be introduced, a full review of business continuity plans for the Ministry’s most critical functions will proceed, and data centre capabilities will be upgraded to improve business system continuity.

**Efficient and effective systems and processes**

The Ministry’s improvement programme includes continuing to invest in modern technology and digital resources, and improving process efficiency.

A new Information Systems Strategic Plan for 2017-22 will establish a programme of work to integrate and modernise our mobile and global digitally-enabled environment. This includes exploring new ways of working and delivering a more flexible working environment for all users and partners to consume and access information.

A workplace strategy is under development to identify how to best add value and shape the interaction of individuals and teams within the Ministry, while looking at ways to provide a more efficient and resilient working environment.

Work is continuing on improving the quality and timeliness of New Zealand’s aid delivery. A new system to effectively manage the New Zealand Aid Programme through improved information and management tools is being implemented in 2017/18. We are also building business intelligence and programme management tools, applying Lean principles to aid management processes and methodologies, and introducing a customer centric approach to working with partners.
Asset management and investment intentions

Asset portfolio
The Ministry’s $571 million asset base comprises property (87%), information and communications technology assets (11%) and motor vehicles (less than 2%).
The Ministry actively manages a portfolio of around 300 owned and leased properties (split approximately 30/70 between owned and leased) around the world to support the Ministry’s strategic objectives.

Property asset management system
The Ministry’s property asset management system is based on a suite of three, tiered asset management plans:
- the Global Property Asset Report
- Regional Asset Management Plans
- Post Asset Management Plans.
This system offers a consistent and transparent approach to longer range asset management, planning and lifecycle management. The asset management strategy is based on three enduring asset management principles that link to the Ministry’s Strategic Framework:
- increase the fit-for-purpose and operational alignment of every asset toward a target state determined by operational requirements
- build resilience into property assets and adapt to new ways of working and changing operational priorities
- drive down the whole-of-life cost of ownership through robust asset management disciplines and performance monitoring
Asset management improvement initiatives include development of an integrated asset management policy and greater alignment of assets and performance standards with business strategy through footprint planning.

Information and communications technology
The Ministry’s new Information Systems Strategic Plan proposes the future direction of investment in information and communications technology assets. It seeks to develop and deliver an optimal architecture supporting an efficient and secure digital platform that meets Ministry business needs.
The Ministry uses a balanced scorecard framework to ensure the tools, solutions and services provided meet the ongoing needs of the Ministry. ICT investment management is centred on business functional requirements, capacity management and the defined asset life as set by finance policy and procedures.

Investment planning and management
The Ministry is planning to invest capital of $485 million and receive funding of $502 million over the period of our ten year plan.
Approximately two-thirds of forecast investment is in Property ($350 million), and a quarter is in ICT software and hardware ($115 million).
**Major capital projects planned or under way 2017-2021**

The following table lists major capital expenditure projects that have been approved or approved in principle. ‘Major’ is defined as IT and business system projects over $1 million and property projects over $4 million. Additional investment in business systems will be considered in the context of the Ministry’s new Information Systems Strategic Plan.

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Property Projects</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>New posts</td>
<td>Bogotá</td>
<td>Colombo</td>
<td>Colombo</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Dublin</td>
<td>Dublin</td>
<td></td>
</tr>
<tr>
<td>Leased chancery relocation fit-outs</td>
<td>Bangkok</td>
<td>Bangkok</td>
<td>Suva</td>
<td>Suva</td>
</tr>
<tr>
<td></td>
<td>Geneva</td>
<td>Hong Kong</td>
<td>Hong Kong</td>
<td></td>
</tr>
<tr>
<td>Chancery building construction</td>
<td>Honiara</td>
<td>Honiara</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Chancery refurbishment/infrastructure upgrade</td>
<td>Tokyo</td>
<td>New Delhi</td>
<td>Riyadh</td>
<td>Riyadh</td>
</tr>
<tr>
<td></td>
<td></td>
<td>London</td>
<td>London</td>
<td>Tokyo</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>London</td>
</tr>
<tr>
<td>Official Residence upgrades</td>
<td></td>
<td></td>
<td></td>
<td>Washington</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>London</td>
</tr>
<tr>
<td><strong>Information Technology and Business System Projects</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Information Technology and Business Systems</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Asset Information Management system</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Financial Management Information System centralisation / upgrade</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Integrated and upgraded Aid Management System</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Data centre</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Asset investment management

All capital investment decisions over $250,000, whether for replacement or refurbishment of an existing asset or investment in a new asset, are approved by the delegated authority following endorsement by the Operational Investment Board and, where required, the Resources Committee. The Better Business Case model is used for major investment proposals.

Prioritisation and lifecycle management of investments are benefiting from the implementation of a portfolio management framework and tighter governance structure.

We will continue to improve our investment management systems and processes so that we are well placed to retain our ‘A’ Investor Confidence Rating assessment result. We will consider all recommendations from the inaugural assessment and, where agreed, ensure that these are implemented and appropriately resourced and monitored.

Forecast details of departmental capital expenditure for the period 2017–2021

<table>
<thead>
<tr>
<th></th>
<th>2017/18 $000</th>
<th>2018/19 $000</th>
<th>2019/20 $000</th>
<th>2020/21 $000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Land</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Buildings</td>
<td>36,757</td>
<td>28,306</td>
<td>12,624</td>
<td>8,497</td>
</tr>
<tr>
<td>Plant and equipment</td>
<td>4,032</td>
<td>4,881</td>
<td>4,289</td>
<td>3,203</td>
</tr>
<tr>
<td>Furniture and fittings</td>
<td>17,142</td>
<td>19,955</td>
<td>23,070</td>
<td>16,255</td>
</tr>
<tr>
<td>Motor vehicles</td>
<td>1,411</td>
<td>1,352</td>
<td>1,365</td>
<td>1,251</td>
</tr>
<tr>
<td>Computer hardware</td>
<td>3,232</td>
<td>3,794</td>
<td>4,105</td>
<td>3,006</td>
</tr>
<tr>
<td>Computer software</td>
<td>11,965</td>
<td>6,822</td>
<td>3,560</td>
<td>3,050</td>
</tr>
<tr>
<td>Total</td>
<td>74,539</td>
<td>65,110</td>
<td>49,013</td>
<td>35,262</td>
</tr>
</tbody>
</table>
Release and dissemination of publicly available information

We want to be seen as an effective and proactive communicator in releasing and disseminating our publicly available information. We will seek to achieve this by releasing high-value public data for reuse in accordance with the Declaration on Open and Transparent Government. At all times we will have a healthy respect for, and understanding of, the wide variety of stakeholder expectations for accessing and using our information.