



Jonathan Boston  
Director, Institute of  
Policy Studies



Paul Callister  
Deputy Director



Maureen Revell  
Executive Officer



Michelle Walmsley  
Administrative  
Assistant



Sir Frank Holmes  
Professor Emeritus

## Wānanga o Kaupapa Akoranga

The Institute of Policy Studies (IPS) celebrated 25 years in 2008, of fostering research-informed discussion and debate on major policy issues (both domestic and international), undertaking policy relevant research, and disseminating the results of this research.

A considerable body of work was produced during the year with new projects, a full programme of events and many publications. The following material comprises a snapshot of the year.

### The 25th Anniversary of the IPS

The IPS has made a distinctive, significant and enduring contribution to New Zealand's public life, particularly by furnishing an independent forum for informed debate on major and emerging policy issues and helping to fashion robust solutions to the challenges faced by this country over the past quarter of a century. The IPS's contribution is clearly illustrated in this review and also on its website – [www.ips.ac.nz](http://www.ips.ac.nz) – where 159 books, numerous working papers, reports and journal articles are available. The IPS has hosted hundreds of roundtables, seminars, symposiums and conferences, and overseen the production of a regular policy oriented newsletter. In recent years, this has transmuted into *Policy Quarterly*. A vast array of topics have been addressed covering virtually every major contemporary policy issue, whether economic, social, environmental, cultural or international.

This wide and diverse portfolio of activity has been possible because of the continuing and generous support of government departments and agencies, and various NGOs. Several projects have been undertaken as part of the Emerging Issues Programme (EIP) which has its own section in this publication.

The 25th anniversary was marked by the 2008 Spring Lecture Series – *New Zealand: Future Maker or Future Taker?* In opening the series, Professor Jonathan Boston, Director of the IPS, paid special tribute to all those who had the foresight, vision and energy to establish the IPS. Emeritus Professor, Sir Frank Holmes (a Senior Associate of the IPS) and Emeritus Professor Gary Hawke (a former Director of the IPS and the first head of the School of Government) were singled out for their contribution to the Institute. Jonathan paid tribute to the memory of 'that remarkable and generous person, Henry Lang, one of the founders of the IPS. The four previous directors, Malcolm Templeton, Gary Hawke, Arthur Grimes and Andrew

Ladley, have all brought unique capabilities, expertise and experience to the task of managing the IPS and overseeing its many and varied activities. Jonathan went on to thank VUW's senior managers who have continued to recognise the vital and unique role the IPS has played, and can continue to play, within this country's policy community and the SoG, of which the IPS is now part, for their continuing support and goodwill. He finished by expressing his gratitude to all those who have contributed to the life and mission of the IPS since 1983.

### The IPS as a Forum

For many years, the IPS has provided a 'safe place' for dialogue between the academic and central government sectors (with participation also from private and voluntary organisations) and an independent forum for discussions on contemporary policy issues, including the application of research to policy development and evaluation. During 2008 numerous symposiums, seminars, workshops, roundtable meetings and informal discussions were held, often under the Chatham House rule. Staff also responded and provided regular public commentary in the media on current issues in which they had expertise.

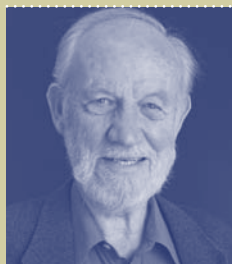
In response to the global financial crisis, the IPS hosted a well attended forum on *New Zealand Economic and Social Policy in the Face of the Global Crisis* in mid November. Organised by IPS Senior Associate Geoff Bertram, a selection of the papers presented at the forum will be published in *Policy Quarterly* in early 2009.

*Election 2008*, a special series of lunchtime lectures hosted by the IPS to coincide with the New Zealand election featured:

- Professor Pat Walsh (the Vice-Chancellor of VUW) who discussed *Tertiary Education Funding – with an Election in Mind*
- IPS Senior Associate Kim Workman addressing the issue of *Politics and Punitiveness – Overcoming the Criminal Justice Dilemma*
- Derek Gill looking at *The State of the State* and



Judith Davey  
Senior Associate



Dennis Rose  
Senior Associate



Frances Leather  
Research Fellow



Jessie Williams  
Researcher

### IPS Spring Lecture Series 2008: New Zealand: Future Maker or Future Taker?

Presenter	Topic	Discussants/Commentators
Professor Gary Hawke	Aligning Education with our Contemporary Society and Economy	Commentator: Howard Fancy Chair: Sir Frank Holmes
Dr Colin James	Take me to your Leader: The Constitution in 2033	Commentator: Hon Shane Jones Chair: Dr Matthew Palmer
Dr Arthur Grimes	The Role of Infrastructure in Developing New Zealand's Economy	Commentator: Geoff Dangerfield Chair: Dr Alan Bollard
Professor Claudia Scott	Enhancing Quality and Capability in the Public Sector Advisory System	Commentator: Iain Rennie Chair: Dr Jackie Cumming
Professor Martin Manning	Climate Change: What's the Problem?	Commentator: Rt Hon Simon Upton Chair: Professor Jonathan Boston
Dr Andrew Ladley	No State is an Island – New Zealand and the South Pacific	Commentators: Assoc Professor, Tagaloa Peggy Fairbairn-Dunlop, Dr Peter Adams Chair: Simon Murdoch
Professor Mason Durie	Future Trends: Presentation of Future Makers	Commentator: Roger Dennis Chair: Derek Gill

- Professor Nigel Roberts (Political Science and International Relations, VUW) and Jonathan Boston assessing the results and the likely policy implications on the Monday immediately after the election.

The IPS often focuses on international issues and, where possible, seizes the opportunity to host events involving distinguished international visitors passing through New Zealand, either at the request of external organisations or through university connections. During 2008 presentations were given by Sir Peter Ricketts (UK permanent Under Secretary at the Foreign Office) on *Foreign Policy in an Era of Globalisation*; Professor Ben Levin (University of Toronto and Former Ontarian Deputy Minister of Education) on *Educational Reform Without (Much) Rancour*; and Michael Hanemann (Chancellor's Professor of Environmental Economics and Policy in the Department of Agricultural & Resource Economics at the Goldman School of Public Policy at the University of California at Berkeley) on *Emission Trading and the Architecture of Domestic Climate Change Policy*.

The IPS works closely with a number of other organisations within SoG, the university and beyond with IPS staff members making important contributions to events hosted by other bodies. The SoG/ Institute of Public Administration New Zealand (IPANZ) *After the Reforms* conference in February was chiefly organised by IPS Senior Associate Alastair Bisley and brought together

distinguished academics and practitioners to review 'the state of the state' 20 years after the State Sector Act. The IPS published a special edition of *Policy Quarterly* in June where five of the leading contributions from the conference were selected for wider dissemination and debate.

In February the IPS and the New Zealand Centre for Conflict Resolution (NZCCR) at VUW jointly hosted a roundtable to discuss the development of a 'Statement on Race Relations' with the Race Relations Commissioner. This was organised by Deputy Director IPS, Dr Paul Callister, IPS Senior Associate David Bromell and Ian Macduff of the NZCCR.

To assist the Treasury with its ongoing work on social mobility, the IPS co-hosted a *Guest Lecture Series* during August. This was an opportunity to hear leading academics from a wide range of disciplines give their perspectives on social mobility issues in New Zealand.

At the request of the Ministry of Social Development and the Treasury the IPS hosted a number of forums aimed at exploring possible policy responses to the challenges of population ageing in New Zealand. The forums brought together relevant academics, researchers and government officials. IPS Senior Associate and former Director of the New Zealand Institute for Research on Ageing, Dr Judith Davey chaired each session.

Research on climate change policy issues continues to be a major focus of the IPS. In June, a two-day symposium on *Energy, Transport and Sustainability: Discovering Pathways to 2040* was co-hosted by the National Energy Research Institute and IPS with sponsorship from the Ministry of Transport, Ministry of Economic Development, Energy Efficiency and Conservation Authority and Land Transport New Zealand. This provided a vital opportunity to engage with and build a robust transport energy research environment with strong, effective links to the policy community.

In conjunction with the Ministry for the Environment and the Ministry of Social Development, the IPS hosted *The Low Carbon Society: Evolution and Revolution?* symposium. This extremely well attended event involved an initial roundtable with presentations from Dr Suzi Kerr and Dr Brian Easton, followed by discussion with a wider group facilitated by Dr Arthur Grimes.

*MMP and the Constitution: 15 years past, 15 years forward* was the topic of a symposium held to celebrate the 15th anniversary of the binding referendum on MMP and was organised in conjunction with the Centre for Public Law, VUW. Held concurrently in Wellington and London with a live video cast between the two venues, the symposium provided an opportunity to undertake a constitutional stock take – to review the effect of MMP on the constitutional fabric of the country. It also provided an opportunity to look forward and assess the likely constitutional challenges that MMP will present in the next 15 years.

### Domestic Policy Issues

A key role of the IPS is to provide a focus for public policy research through exploration and analysis, followed by the presentation of the findings to the wider community.

Work continues on the three-year FRST funded *Missing Men* project that began in July 2007 led by Paul Callister. A website (<http://ips.ac.nz/events/completed-activities/Missing%20men/Missing%20men.html>) has been established for this project with links to a range of outputs including conference papers and media reports, four IPS working papers on gender and tertiary education, young adolescents in NZ, who NZ's doctors are and trends in tertiary education enrolments and completions. In 2008, the project attracted much media attention, particularly when the continued need for women-only scholarships was explored.

The *FutureMakers Project*, a partnership of the IPS, Landcare Research and Secondary Futures, brought together information and people to illuminate the opportunities, challenges and big questions facing New Zealand over the next 20 years so that New Zealanders can choose to shape their futures and New Zealand becomes a future maker, not a future taker. Aside from the aforementioned lecture series, a high level analysis of recent futures work in the New Zealand State Sector was undertaken.

In late 2008, Paul Callister worked with independent researcher Lindy Fursman on a literature review on men's participation in unpaid care. This included exploring potential barriers to men increasing their time in such work. The review was undertaken on behalf of the Department of Labour and Ministry of Women's Affairs.

### International Issues

#### United Nations World Environment Day 2008

To mark the United Nations World Environment Day 2008, the IPS arranged a number of events early in June that were funded by the Ministry for the Environment and supported by a range of other organisations.

A business breakfast in Auckland, hosted with the NZ Business Council for Sustainable Development, allowed attendees to hear a number of eminent speakers, including the then Minister for Science and Technology Development, the Hon Pete Hodgson and the Executive Director of the UN Environment Programme, Achim Steiner. Hollywood glamour was added via video link from California, when Governor Arnold Schwarzenegger greeted the audience and commended New Zealand for its support for World Environment Day.

Immediately following, IPS and the CCRI jointly hosted a business symposium, *Towards a Low-Carbon Economy: Business Opportunities and Innovative Solutions* that was attended by around 230 representatives from the business community, NGOs, universities and government departments. The symposium was opened by then Prime Minister, the Rt Hon Helen Clark and included contributions from Dr Rajendra Pachauri, Chair of the Intergovernmental Panel on Climate Change. Martin Manning (Professor of Climate Change at VUW), John Whitehead (Secretary to the Treasury) and Dr Basil Sharp (Economics Department, University of Auckland). CEs David Baldwin (Contact Energy) and Andrew Ferrier (Fonterra) along with John Dick (Managing Director, Langham Hotel) and Sharlene Wells (CocaCola Amatil NZ) talked about initiatives and approaches in their sectors.

The following day in Wellington a distinguished panel of experts convened at VUW to address *How do we decarbonise the world?* Over 400 people split between two lecture theatres were given the chance to hear from Rajendra and Achim, along with the Hon David Parker, the then Minister Responsible for Climate Change Issues and President Anote Tong of Kiribati. The session was chaired by Chris Laidlaw and recorded by Radio NZ.

In 2008, the United Nations Development Programme (UNDP) began writing the report *Human Development on the Move* focussing on migration and development. As part of the writing process, the UNDP in association with the World Bank organised regional seminars. Alastair Bisle and Paul Callister attended the Australasian/Pacific meeting in Sydney in early November to bring a

New Zealand perspective. Earlier in the year, Alastair and Paul had discussed New Zealand's Recognised Seasonal Employer Schemes at forums in Sydney and Canberra organised by the Australian National University.

The Tonga Youth Justice Project, which was proposed by the IPS at the end of 2006, has enabled many of the young people involved in the riots of November 2006 to be dealt with in the community in ways that make them accountable but avoids giving them criminal records. IPS researcher Sean Mackesy-Buckley successfully completed his Masters evaluating the effectiveness of this project in 2008, and a final report to accompany the thesis was prepared by Dr Andrew Ladley and IPS Senior Associate Dr Gabrielle Maxwell.

### **Publications**

The IPS is a significant publisher of policy relevant work. In 2008 a number of new and rejuvenated avenues were explored including the first e-book and the re-launch of an IPS working paper series, with the aim of testing ideas and research. The IPS website [www.ips.ac.nz](http://www.ips.ac.nz) includes information on all books, which can be purchased online, and *Policy Quarterly*, which is available to download. In addition, the website contains information on the work reviewed in this report, and many downloadable presentations and papers given by IPS staff. Jonathan Boston continues to manage the IPS publications.

IPS staff and associates also continue to publish in a wide range of other journals and books. Details of their publications can be found in the Publications section of this Review.

### **Teaching**

A number of IPS staff contributed to various SoG courses and programmes. During 2008 Jonathan Boston taught and coordinated the second year course *Introduction to Public Policy* and contributed to a Master of Public Policy course *Institutions and the Policy Process*. IPS researcher Jessie Williams contributed to the MPM/MPP course *Law in the Public Sector*. Jonathan, along with Paul Callister, Derek Gill and David Rea also contributed to a variety of other VUW courses.

### **Staff and Associates**

This year was a time for reflection and also a time of change. In February, the IPS bid farewell to its Director of the last five years, Andrew Ladley. While still connected to the IPS on some projects, he spent the year as a standby mediator with the United Nations. Professor Jonathan Boston, formerly the Deputy Director, was appointed to replace Andrew, and long term IPS Senior Research Fellow Paul Callister assumed the role of Deputy Director. Paul was also promoted to Associate Professor during 2008.

Ben Paradza, the Sigrid Rausing Fellow, said goodbye to the SoG and the IPS with his concluding Sigrid Rausing

Public Lecture - *'Capturing' the judiciary in Zimbabwe: How it was done and how it might be undone*, in August. Ben is now at the Porirua Community Law Centre working as an employment law advocate.

In order to support the increased work programme of the IPS, a number of visiting international staff, secondees from government departments and associates joined the existing team.

Paule Stephenson, an energy specialist from London, looked at new developments in the European Union for sharing differentiated emissions reductions targets between country groups which was published as an IPS working paper. She also investigated policy developments affecting energy supply and utilisation in NZ, and related issues concerned with climate change, emissions and electricity supply.

Dr Martin Lodge visited the IPS during November and December from the Department of Government at the London School of Economics. His research during this time was in the evolution of electricity regulation in New Zealand as well as the changes to the public service bargains between senior public servants and politicians. While at the IPS he gave a seminar on *Beyond Stereotypes of Administrative Reform: Comparing Public Service Bargains*.

Derek Gill, from the Ministry of Social Development, has been joined by four new secondees to the mix in 2008. Anna Kivi from Statistics New Zealand worked with Paul Callister on a piece of research looking at how ethnicity is conceptualised and expressed in the New Zealand environment. Dr David Rea came on secondment from his position as General Manager at the Ministry of Youth Development and will be with the IPS until mid 2009. His research focuses on the changing nature of youth and adolescence, and its implications for social policy. Rodney Dormer, from the Ministry of Social Development, Lynley Hutton and Derek Gill reviewed how managers define and use performance information. This work also informs Rodney's doctoral study. Juthika Badkar is on part time secondment until the end of March 2009 from the Department of Labour to support the EIP low skill migration project. Juthika has been focusing on the future supply of health caregivers in relation to the ageing population.

Michelle Walmsley joined the IPS in May as an administrative assistant. Tanja Rother was the project manager on the FutureMakers Project.

The IPS is fortunate to have built relationships with a growing number of associates who are making a major contribution to the outputs and intellectual life of the IPS. Please see our website <http://ips.ac.nz/index.html> for more information.

Sir Frank Holmes continues to be a wealth of knowledge on many matters, including the evolution of the IPS. In



Gabrielle Maxwell  
Senior Associate



Tanja Rother  
Project Assistant

this year of celebration, the contribution of Frank as one of the 'founding fathers' of the Institute is acknowledged, not least by his part in the first lecture of the series marking this occasion.

As well as chairing forums on population ageing in New Zealand, Judith Davey published a working paper on workforce ageing and continues to make a significant contribution to the research and other activities of the IPS and NZiRA.

Dr Gabrielle Maxwell continues her major contribution to restorative justice, running a number of projects. One of these is on parole and restoration and produced an interesting collaboration with Dr Hennessy Hayes from Griffith University, Brisbane, who visited New Zealand in June.

Colin James was awarded an Hon D.Litt by VUW in 2008. He has contributed and continues to contribute greatly to the IPS's research, publication and discussion programmes.

Dennis Rose presented a paper on linkages between international indebtedness and national interest rates to a seminar at Trinity College, Dublin in June. He presented a paper at an IPS symposium on the economic and social implications of the financial crisis. He also presented a seminar paper exploring the extent to which the powers of a head of state and the mode of selection are interrelated.

New associates Paul Hamer, David Bromell, Geoff Bertram, Sean Weaver, Kim Workman, Murray Ward and Peggy Fairbairn-Dunlop have made valuable contributions to the work of the IPS. Paul Hamer's work on Māori in Australia is of relevance to the FRST-funded research project and he will join the team more directly in the second half of 2009. David Bromell extended his relationship with the IPS after previously being on secondment. His book, *Ethnicity, Identity and Public Policy*, which was substantially written during his time here, was published in November, continuing the work programme of IPS on population diversity and public policy.

Geoff Bertram, a senior lecturer of economics at VUW, formally became an associate of the IPS, and participated in a series of climate change forums organised by Jonathan Boston, co-authored a publication with Simon Terry in April on the carbon challenge and has an ongoing programme of research around emissions trading. This is not the first time that Geoff has worked closely with the IPS. He produced a review of New Zealand's policy towards its small island neighbours in 1984 which is the basis of

much of the IPS's (as well as Geoff's) continuing focus on the Pacific.

Sean Weaver wrote a briefing paper on climate change and food security for one of the EIP roundtables on climate change and an IPS working paper on the same topic. Murray Ward also contributed to this same series with a briefing paper on issues surrounding a post 2012 global climate treaty.

Kim Workman is working with Gabrielle Maxwell on a significant project, reintegrating Māori gang families and students into a Wellington school. Throughout the year the project has continued to develop with increased funding that has enabled the community advisor to be fully funded and research to begin. A preliminary report has been presented to Te Puni Kōkiri, and Dr James Liu (Associate Professor of Psychology, VUW) and his students have been contracted to undertake some of the evaluation.



**Derek Gill**  
Visiting Senior  
Research Fellow



**Andrew Ladley**  
UN Senior Expert  
Mediator



**David Rea**  
Visiting Senior  
Research Fellow



**Rodney Dormer**  
Visiting Senior  
Research Fellow

The Emerging Issues Programme (EIP) commenced in 2006 and continues to be a central feature of the work of the IPS involving specific policy-oriented projects on emerging issues funded by Chief Executives (CEs) from across the public sector.

Following a review of the EIP in early 2008 CEs agreed to provide funding for a further three-year period. The review also endorsed the programme's original purpose: 'to support the development of the IPS, to undertake a programme of agreed activities, to provide a high quality forum for public policy debate and research'. In doing so, the EIP draws on the intellectual resources of the SoG, the wider university and beyond. Thus far almost a dozen projects have been completed. They have been organized under a number of broad themes: environmental; international; public management; and social policy.

#### **Post 2012 Global Architecture for Climate Change**

Following on from work undertaken in 2007, the 2008 climate change project consisted of a series of activities hosted by the IPS, including roundtable discussions, seminars, two public events and related publications coordinated by IPS Director, Professor Jonathan Boston.

Four invitation-only roundtables, chaired by IPS Senior Associate Colin James, were held in 2008. The aim was to provide a neutral platform for discussion and debate amongst key NZ stakeholders on the central issues surrounding the international negotiations for a new climate change agreement (to take effect at the expiry of the first commitment period under the Kyoto Protocol at the end of 2012).

Of two well attended public symposiums, the first focused on burden sharing/effort sharing issues for the immediate post-2012 period and was jointly hosted with the National Centre for Research on Europe at Canterbury University. Presentations were made by policy experts and diplomats from a variety of developing and developed countries. Additional funding was provided by the European Commission's Delegation to New Zealand, the Ministry for the Environment and the Climate Change Research Institute. A special issue of *Policy Quarterly* based on the papers presented was published in November.

The second symposium in November looked at climate change and security issues and was jointly hosted by the Otago University's Department of Politics and in association with the Climate Change Research Institute and Centre for Strategic Studies: New Zealand. The IPS plans to publish an edited collection of papers in 2009 based on the contributions to the symposium.

All background papers, working papers, summaries of discussions, journal articles, the issue of *Policy Quarterly*, and information on the edited book *Towards a New Global Climate Treaty* (IPS, 2007) are available at [www.ips.ac.nz](http://www.ips.ac.nz)

#### **Better Connected Services**

This research highlighted the way ordinary Kiwis in the public sector work collaboratively to achieve some extraordinary results in seemingly commonsense, everyday ways. Coordinated by Derek Gill, with Bill Ryan, Miriam Lips and Elizabeth Eppel, the project reviewed the preconditions for more joinedup citizen/user focused services, the characteristics of areas where they occur and factors influencing diffusion.

The research phase included a literature review, intensive interviews for seven case studies and workshops both in Wellington and in the regions and included looking at the experience of other administrations such as Australia, Canada, the Netherlands and the United Kingdom.

The publication, *Better Connected Services for Kiwis*, launched in August, explores what is happening at the ground level on interagency working and reveals a huge amount about what is needed to manage for shared outcomes in complex policy settings.

#### **Pacific Governance**

This project set out to add something new to the field of governance in the Pacific. The issues included small states, capacity, economies, distance, leadership, demography, climate change and the knowledge that there are no easy solutions as, despite considerable aid and other assistance across the last 30 years, Pacific countries remain in difficulties on multiple 'governance fronts'.

The project process encompassed a roundtable discussion on two draft papers with a range of academics, officials and practitioners which led to a revised integrated and expanded paper presented to a smaller but still wide ranging group in March 2008; and discussions with officials from MFAT and NZAID in early June.

The culmination of this work *No State is an Island* by Andrew Ladley and Derek Gill, was published in October.

### **Managing 'Mixed' Financing of Privately-Owned Providers in the Public Interest**

This project, due for completion in early 2009, undertook a small, exploratory study into the ways in which government agencies fund services delivered by private providers, to identify the advantages and disadvantages of these alternatives and to make preliminary recommendations to improve policy and practice in funding in New Zealand. The project took a cross-sectoral and international perspective, focusing on a limited number of social policy areas: general practice/primary health care, legal aid, early childhood education, and long term care of older people.

The researchers for the project are: Jackie Cumming (HSRC), Judith Smith (HSRC), Nicholas Mays (HSRC and London School of Hygiene and Tropical Medicine), Janet McDonald (HSRC) and Crispin Ovenden (HSRC).

### **Low Skilled Migration**

Led by IPS Deputy Director Paul Callister, this project began exploring New Zealand policy options for low skill migration. While high skill migration policies are reasonably well developed in most industrialised countries, there is much more uncertainty around low skill migration policies. The research is based around three case studies: 1) caregivers in relation to the ageing population; 2) domestic workers and; 3) horticultural workers.

Research into health related caregivers commenced in August and is being undertaken by Juthika Badkar, who is on a part time secondment from the Department of Labour. The study of paid domestic workers is being produced in collaboration with Lisa Tortell, a New Zealander based at DINÂMIA – Research Centre on Socio-Economic Change in Lisbon, Portugal. A workshop on domestic workers was held in August with presentations by Paul, IPS researcher Jessie Williams and Lisa which attracted academics, union officials, employers and policy makers. Jessie is examining New Zealand's labour law and human rights issues in relation to low skilled temporary migrants.

In May Alastair Bisley and Paul Callister presented two seminars in relation to low skill horticultural workers. These were organised by the Australian National University and funded by AusAid.

In December, Alastair and Paul attended a joint UNDP/ World Bank consultation on labour mobility and development which included a discussion of New Zealand's RSE scheme. A joint New Zealand/Australia country report recently prepared by Graeme Hugo (Adelaide University), Juthika and Paul for a Pacific Economic Co-operation Council conference on labour mobility has now been published as part of a book on the topic.

### **Improving Information Sharing for Effective Social Outcomes**

Following on from the other public management and administration research is this one year project focusing on identifying opportunities for improved information sharing across the NZ government in order to achieve more effective social outcomes, without compromising the right to privacy.

Shared information across government is essential to this endeavour; however there is a tension between this and privacy and obviously this fundamental right needs to be considered in the design. In trying to identify opportunities for improved information sharing, a potential way forward for the NZ government could be to learn from international strategies and arrangements and the project will use case studies with similar jurisdictions such as the UK, Canada and Australia.

This project is coordinated by Miriam Lips, Professor of E-Government at VUW and began in September.

This research project has been further scoped to empirically explore case studies of inter agency collaboration at the interface of multiple policy domains and focused on individuals and families at risk (or imminent risk). Further information can be found at: [http://e-government.vuw.ac.nz/summary\\_information\\_sharing.aspx](http://e-government.vuw.ac.nz/summary_information_sharing.aspx)

### **Managing for Performance – The Search for the Holy Grail?**

This project addresses practical questions – what is the way forward to improve the performance of the New Zealand state sector? What is the new direction required?

The primary objective is to develop proposals for the direction for reform that would enable a high performing system that is useful and used, better align key users wants and experiences, and achieve a greater focus on outcomes. To achieve this the project is researching the positive question, what information do politicians, managers and front line staff actually use to assess performance and hence how do they decide what to do? The research is also seeking to answer, what, if any, use is made of the current formal performance information that they receive?

The initial research, begun in the second half of 2008, is being undertaken by a team, led by Derek Gill, of academics and practitioners who are undertaking a range of agency case studies based on document studies, and taped interviews with a limited number of staff and key stakeholders. A research report is planned for April 2009 on data, method, findings on patterns and themes and a summary report with findings conclusions, and recommendations for direction for reform will be completed by June 2009.