



Dear Members of the INZ/Tourism Sector Strategic Forum,

Further to our discussion at our last INZ/tourism sector leaders strategic forum (on 3 December) regarding Immigration New Zealand's proposed global footprint, and following a formal consultation with INZ staff on proposals to implement a new global service delivery model we are now able to announce our final decisions. Immigration services are currently delivered through a large global network that is expensive to manage and operate, and slow to respond to variations in application volumes and the changing needs of New Zealand employers, tourism and education providers.

To deliver on our vision of delivering outstanding immigration services a more flexible, customer focused and cost effective global service delivery model is essential. Immigration New Zealand's new global service delivery model centralises visa processing, rationalises the branch network, simplifies processes, increases online access and includes greater partnership with third parties. The new model will allow us to fully realise and maximise the benefits of the Government's investment in Immigration's new global management ICT system (IGMS).

### **Delivering our Vision**

Immigration New Zealand is to establish nine hubs (area offices) for larger scale visa processing. Five of the nine new area offices will be at offshore locations – Apia, Bangkok, Mumbai, Shanghai and London – and four will be onshore - Auckland Central, Henderson, Palmerston North and Christchurch.

A number of small-to-medium size satellite offices (market offices) will be established and two small branches – Sydney and Dunedin – will close from late 2013. They will be replaced by Visa Application Centres (VACs), which act as collection agents for visa applications. VACs are operated by specialist third-party providers, but they cannot provide immigration advice and have no influence on the outcome of an application for a New Zealand visa, which can only be decided by an Immigration New Zealand officer.

Immigration New Zealand will also undertake a phased review during 2014-2015 of a further nine branches where frontline services may potentially be undertaken at a VAC. The nine branches are Dubai, Hamilton, Ho Chi Minh, Manukau, Northern Documentation Branch (Manukau), Moscow, Queenstown, Singapore and Wellington. Finally, we are also changing the management structure in the Visa Services division to align with the new service delivery model and global footprint.

### **Implementation**

Immigration New Zealand is committed to improving the customer experience and we will take a careful sequencing approach to implementing these changes; this will happen progressively over the next three years. We are, however, implementing the management structure upfront and aim to have that in place by July 2013. We will develop plans for the closing of the two small offices in late 2013, along with the branch review implementation, and will be in touch with more information as this planning progresses.

In the meantime, if you have any queries or would like to meet to discuss these changes further please do get in touch.

Kind regards,

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