



**Te Tari Taiwhenua**  
**Internal Affairs**

**Briefing to the Incoming Minister  
Responsible for Ministerial Services  
Rt Hon Jacinda Ardern**

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# Introduction | Kōrero Whakataki

Kia ora and welcome to the Ministerial Services portfolio.

Trust and confidence in the way executive government operates is a cornerstone of a well-functioning democracy. The Ministerial Services portfolio has a key role in promoting this among New Zealanders, by ensuring Ministers are well supported by services and staff to carry out their roles efficiently, effectively and transparently.

As Minister Responsible for Ministerial Services, you will ensure that members of the Executive have access to the services and support they need to discharge their Ministerial responsibilities, and that Ministers understand their obligations for the use of public resources. You will oversee arrangements for official visits and national commemorative events – opportunities which promote New Zealand's interests, overseas relationships, and national identity.

The Department of Internal Affairs, through the Ministerial Services Group, will support you to deliver on your role and priorities for the portfolio. We will work with you to understand opportunities and issues, and to implement the direction you wish to take. This includes how you may wish to engage with your Ministerial colleagues on matters within and relating to the portfolio.

You will find further information on your responsibilities and the opportunities within your portfolio in this briefing.

We look forward to working with you.

# Part One: Roles and responsibilities | Wāhanga Tuatahi: Ngā mahi me ngā kawenga

## Your role as Minister Responsible for Ministerial Services

1. As Minister Responsible for Ministerial Services you have oversight of the delivery of support services and resources available to Ministers (and Parliamentary Under-Secretaries) to perform their duties as members of the Executive. This includes Ministerial office staffing arrangements, entitlements such as VIP transport and Crown-owned Ministerial residences, and the use and disclosure of Ministerial expenses and allowances.
2. Your role includes:
  - recognising the need for public understanding of the work of Ministers and the resources they require to undertake their roles and responsibilities
  - ensuring services to Ministers are efficient and effective, while recognising the need to be fair and reasonable to the taxpayer
  - promoting transparency in the way that public resources (including staff and funds) are allocated and utilised, to maintain confidence in the integrity and the operation of the Executive
  - ensuring support services and resources are simple to administer and have clearly defined eligibility rules
  - determining the nature and level of some of the entitlements and services available to Ministers.
3. Generally, the Minister Responsible for Ministerial Services works with senior officials from the Department of Internal Affairs (the Department) to:

- monitor the expenditure of Ministerial offices, including operating and travel expenses, ensuring any expenditure is incurred according to relevant legislation, determinations and policies governing the use of public funds by Ministers
  - ensure Ministers understand the role and responsibilities of Ministerial office staff as public servants
  - allocate Ministerial office suites and staff in Ministers' offices
  - actively manage and prioritise portfolio funding.
4. As part of your role, you also have oversight of the maintenance and use of two Crown-owned properties in Wellington. These are Premier House Te Whare Pirimia (including the apartment, function areas, and Premier Cottage) and the Bolton Street residence.
  5. The Department's Visits and Ceremonial Office will work closely with you, your office, and other Ministerial offices, on arrangements for visits by Guests of Government and other high-level delegations to New Zealand, and for national commemorative events such as Anzac Day.

### Ministers' Travel Services within New Zealand

6. One of your key responsibilities is to issue the *Ministers' Travel Services within New Zealand Determination*. This Determination sets out the entitlements of Ministers to travel services that are additional or alternative to their entitlements as Members of Parliament. This includes the entitlement to VIP Transport services.
7. Under the Members of Parliament (Remuneration and Services) Act 2013 (the Act), you are required to issue a Determination on travel services once in each term of Parliament. The current Determination came into effect in October 2020. The Department will work with you on the timing in the new parliamentary term for the next Determination, and to identify any potential changes to the existing entitlements. See **Appendix A** for an overview of the Act.



## Portfolio funding within Vote Internal Affairs

8. As Minister Responsible for Ministerial Services, you are responsible for \$73.3 million of expenditure within appropriations relevant to the Ministerial Services portfolio (see **Appendix B** for further details).
9. The briefing *Welcome to the Department of Internal Affairs*<sup>1</sup> provides you with more information about:
  - Vote Internal Affairs
  - The Minister of Internal Affairs' role as Vote Minister and the Responsible Minister for the Department
  - Coordinated budget planning.

## The Department of Internal Affairs' role

10. The Department has a dedicated Ministerial Services Group that provides operational support and advice to you in your role as Minister Responsible for Ministerial Services and delivers services directly to members of the Executive.
11. The Ministerial Services Group supports you to ensure Ministers have access to the support they need to perform their role efficiently and effectively. The Ministerial Services Group is responsible for:
  - recruiting and employing all Ministerial office staff, and discharging employer obligations for onboarding and offboarding staff, performance management, health and safety and professional development
  - managing portfolio Private Secretaries, who are seconded to the Department for the duration of their time in a Ministerial office

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<sup>1</sup> Please refer to the attached briefing *Welcome to the Department of Internal Affairs* for more information about the Department and the other portfolios it supports.

- administering a range of expenses, entitlements and allowances for Ministers, including travel expenses and residential security assessments, and managing the disclosure of expense information as required under legislation
- operating the Crown fleet, providing safe and secure, on-call chauffeur-driven surface travel for Ministers and other entitled users, and managing the fleet of Ministerial self-drive vehicles
- managing and maintaining Crown-owned properties used as Ministerial residences
- organising, coordinating and funding official visits, national commemorative events, and national ceremonies, including official funerals and the closing and opening of Parliament
- providing a personalised facilitation service through New Zealand's international airports for arriving and departing dignitaries and VIPs, including Ministers and the Governor-General
- drafting replies to public correspondence, Official Information Act requests, parliamentary questions, and media enquiries relating to your portfolio.

12. As the agency responsible for resourcing Ministers' offices, we ensure employment and procurement arrangements comply with relevant legislation and Public Service requirements, while being tailored appropriately for the unique Ministerial office environment.

## Ministerial Services portfolio snapshot 2019/20

### Ministerial Office Staff

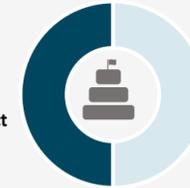
**c.160**

**Ministerial office staff**  
(employed by DIA)

**Public Service Code of Conduct  
for Ministerial Staff**

DIA Code of Conduct

Behavioural Statements of  
Pāremata Aotearoa



**c.160**

**Portfolio Private Secretaries**  
(seconded to DIA for  
duration of time in office)

**Public Service Standards of  
Integrity and Conduct**

DIA Code of Conduct

Behavioural Statements of  
Pāremata Aotearoa

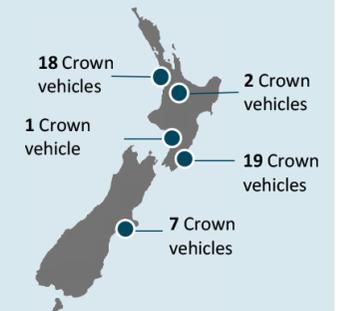
### VIP Transport

**72**

**Chauffeur-drive and self-drive  
vehicles available for Ministerial use**



**40%** are electric capable vehicles



### Visits and Ceremonial Office

**140**



**Official visits to New Zealand  
(2017-2020)**

31 heads of State, Government or Foreign  
Ministers

Official visitors from over 45 countries

Over 1000 international airport facilitations

**35**

**National events delivered  
(2017-2020)**

e.g. 100th Anniversary  
of Armistice Day

Official funeral for Rt Hon Mike Moore

*Ko tatou, tatou* – We are one  
National Remembrance Service

13. The Ministerial Services Group is located on the Parliamentary precinct<sup>2</sup> and works collaboratively with the other agencies on the precinct.<sup>3</sup> We work particularly closely with Parliamentary Service, which is a critical supplier of services that directly enable members of the Executive to carry out their roles, including accommodation and ICT services to Ministers and staff in their offices.
14. The role and position of the Ministerial Services Group within the public sector means it is connected across all portfolios and government agencies. As such, the Ministerial Services Group has an important strategic relationship with the Public Service Commission and the Department of the Prime Minister and Cabinet, and can play an effective connecting role in supporting and communicating cross-government initiatives, requirements and expectations.
15. The Ministerial Services Group has a role alongside other agencies in providing assurance that Ministers can carry out their duties safely and securely. We provide advice and guidance to Ministers and their offices so they, and the New Zealand public, can be confident that:
  - Ministers are meeting their obligations under the relevant legislation, determinations and directions, such as public record obligations
  - staff have appropriate national security clearances to work in Ministers' offices and classified information is managed according to security requirements
  - Ministers' and official residences have appropriate security measures in place.

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<sup>2</sup> From November 2020 Bowen House will be vacated to allow earthquake strengthening works to be undertaken. We are currently identifying alternative accommodation for the Ministerial Services Group close to the precinct, and we will retain a presence on the precinct.

<sup>3</sup> Parliamentary Service, the Department of the Prime Minister and Cabinet, the Office of the Clerk, and the Parliamentary Counsel Office.

## Part Two: Strategic opportunities and challenges | Wāhanga Tuarua: Ngā whai wāhitanga rautaki me ngā whakapātaritari

16. Below is an outline of key opportunities and challenges facing the Ministerial Services portfolio. We look forward to discussing your views on these matters, and any further priorities you have for the portfolio.
17. Some of these opportunities and challenges have financial implications. The Ministerial Services portfolio regularly faces costs pressures in meeting demand for core services while remaining responsive to emerging and urgent requirements and expectations. We will work with you and your office to actively manage and prioritise portfolio funding within this context.

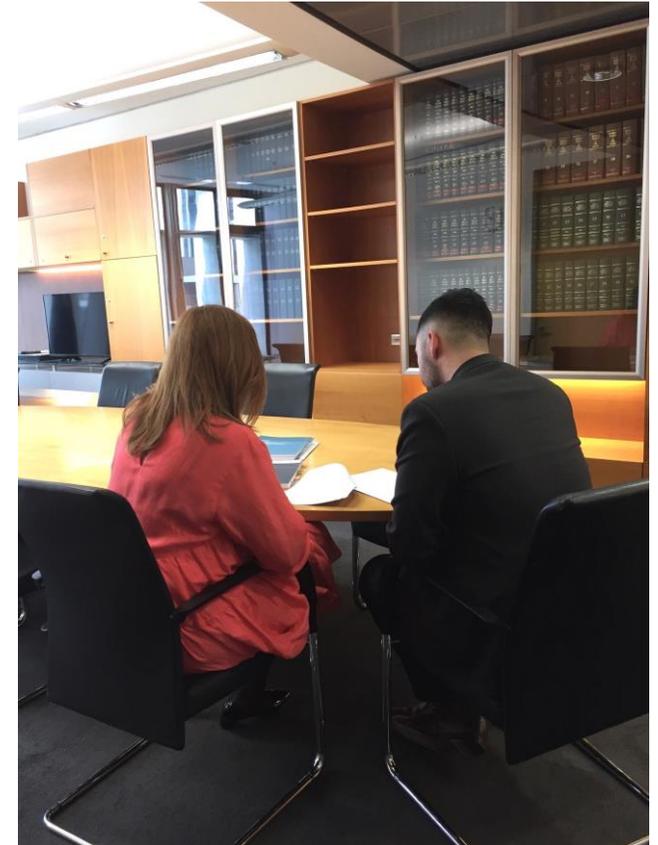
### Supporting the COVID-19 response and recovery

18. Remaining prepared to respond to COVID-19 scenarios and support the Executive's priorities for the broader recovery will remain an ongoing priority for the foreseeable future. The portfolio's key role is to ensure systems are in place to minimise disruption to the operation of the Executive and Ministers, and to enable staff and resources to be prioritised to support the Executive as necessary.
19. The Department has invested in remote working tools and equipment for Ministers and Ministerial office staff, including upgrading mobile devices, video conferencing software and supporting technology. Systems and processes with agencies such as Parliamentary Service and the Cabinet Office are well established and have been tested. We will continue to look for opportunities to improve flexibility and resilience in Ministerial offices through modernising ways of working and strengthening collaboration with partner agencies.

20. Restrictions on international travel and mass gatherings as a result of COVID-19 have an impact on the operation of the Visits and Ceremonial Office. The significant reduction in official visits to New Zealand is expected to continue in the short-term, and the longer-term implications for international visits remain uncertain. There are opportunities for us to investigate new or alternative options for continuing to support strong and beneficial international and inter-Ministerial relationships in a COVID or post-COVID environment, for example developing systems and spaces for hosting virtual meetings and ceremonies.
21. There are opportunities within the portfolio to support the recovery by bringing forward planned investments that would provide work for New Zealand suppliers and businesses, and would improve infrastructure. Potential opportunities include upgrades to the Department's facilities for receiving official parties at Auckland Airport; undertaking remediation work at Crown-owned properties; and installing charging infrastructure to support the electrification of the Crown fleet.

## Promoting a positive and supportive culture on the Parliamentary precinct

22. Staff working in Ministerial offices have an important and demanding role, and they are better able to perform this role when they feel safe, respected, and supported in their work.
23. The Department recognises its health, safety, and wellbeing obligations for its staff on the Parliamentary precinct and fully supported the 2019 review into harassment and bullying in the Parliamentary workplace. The Department has a long-term work programme in place to address the findings of the review, and good progress has been made to ensure staff in Ministerial offices work in a positive and supportive environment. Access to HR and wellbeing resources and services for staff has improved, stronger systems and channels for reporting unacceptable behaviour are in place, and tools and training are being provided to staff to help them work more efficiently.



24. Consolidating progress and maintaining momentum to promote a positive culture on the precinct remains a priority. An immediate focus in the upcoming term will be the ongoing development and use of the *Behavioural Statements of Pāremata Aotearoa*, which were introduced by the Speaker of the House at the end of the previous Parliamentary term. We will look to engage with you on the planned review of these statements, intentions for an associated complaints and enforcement process, and the implications for staff in Ministerial offices. We will also seek your support for ensuring Ministers understand their obligations to work with staff in a way that is consistent with the Statements.
25. To support this work, there may be opportunities in the future to develop stronger links with the Parliamentary Service Commission as the key body overseeing the Parliamentary workplace, to ensure the implications of any decisions for Ministerial office staff and working arrangements are accurately reflected in the Commission's considerations.
26. The Department is committed to its role as a Treaty partner. Guidance and training is provided to staff to support them to work effectively with Māori. The Department intends to build on this by investigating opportunities to remove any barriers in our systems and processes that constrain the ability of Ministers and staff to operate consistently with Te Ao Māori, or in other culturally diverse ways, within their office environment.

## Developing a professional and capable Ministerial workforce

27. The public servants working in Ministerial offices have a critical role in facilitating the flow of information and advice to the Executive. Maintaining high standards of quality and conduct among these staff has a positive influence on the way New Zealanders perceive the transparency, accountability and integrity of government.
28. A programme of non-political learning and development offerings is in place to build the capability of staff to work effectively in a Ministerial office. The programme includes a mix of longer-term leadership courses for key roles; general and targeted training sessions to build core skills; and advice and guidance to ensure staff maintain an understanding and awareness of their role and obligations as public servants. External facilitators and experts are used to provide high quality and impartial training.

29. Following the election, the programme will be reviewed to reflect the profile and needs of the incoming Ministerial office workforce and we will work with offices and Chiefs of Staff to tailor and target options and offerings. We will keep you informed of the direction and approach for the programme as it develops.
30. The experience of working in a Ministerial office environment, particularly the unique insights and understanding gained about the effective operation of government, can be highly valuable when applied in the wider public service. There is an opportunity to better support Ministerial office staff to develop their public service careers and promote the retention of skilled and experienced people within the public service beyond their time in Ministerial offices. We will seek to work with the Public Service Commission on ways to promote this as part of the programme of learning and development support for the Ministerial workforce.

## Modernising tools and systems supporting the Executive

31. Ministers are better able to operate effectively when supporting systems are efficient, reliable, and modern. There is an ongoing need to invest in infrastructure supporting the Executive to ensure service levels are maintained and increased, and that underlying systems and tools keep pace with evolving needs, regulations and developments in technology.

## Investing in Crown-owned properties

32. The Department has stewardship obligations for the two Crown-owned properties used as Ministerial residences. Premier House Te Whare Pirimia in particular, as a heritage listed building and the official residence of the Prime Minister, is an important national asset. The Department has responsibilities for ensuring these properties are well maintained for their purpose and meet all relevant building and health and safety regulations.



33. Recent investment at the properties has been prioritised to upgrade the security measures at Premier House, undertake urgent repairs, and meet recently-introduced healthy homes standards. However, independent condition assessments have identified that further significant investment is required at the properties in the near future, to undertake recommended structural repairs and update or replace facilities that are at or near end of life, such as roof replacements.
34. While the properties meet minimum building and residential tenancy requirements, the condition of the residences, and of the state reception areas at Premier House, remains dated and basic. To strengthen the long-term management of Crown-owned properties, the Department is seeking to identify and agree future standards for the residential and function areas, and to develop management plans to reach and maintain these standards. As part of this work, the Department has started exploring options for alternative governance and oversight, in particular to increase the input of independent advice and guidance into long term and larger-scale investment decisions.
35. The Department is funded annually to undertake routine maintenance of Crown-owned properties. However, it is reliant on securing additional funding through Budget or Cabinet processes to carry out any significant capital works or improvements. We will seek to work with you on options and priorities for addressing necessary repairs at the properties, and restore their condition and functionality as residences and, for Premier House, as a venue for public and official functions.

### Modernising and diversifying the Crown fleet

36. The Department is implementing a plan to have an emissions free Crown fleet by 2025/26 and is modernising and diversifying the Crown fleet in order to achieve this goal.
37. A programme is in place to progressively replace the petrol and diesel vehicles in both the chauffeur-driven and Ministerial self-drive fleets with suitable electric vehicles by 2025/26. We have steadily increased the proportion of electric vehicles in the Crown fleet from 1 percent in 2017 to 40 percent in June 2020, and we expect to be at 60 percent by June 2021. We are continuing to invest in charging infrastructure to support increasing electric capability.

38. As part of this strategy the Department is moving to a more flexible procurement approach for the Crown fleet. This allows the Department to respond more quickly to developments in the electric vehicle market and the needs of Ministers and other customers, and to provide a more diverse mix of vehicles in the Crown fleet.
39. We will keep you updated on our progress towards an emissions free Crown fleet and will seek to discuss with you further opportunities to modernise the fleet.

## Part Three: Upcoming briefings and decisions | Wāhanga Tuatoru: Ngā whakamārama me ngā whakataunga e heke iho

The following table is a list of briefings relevant to your portfolio that, subject to your approval, we will provide you in the coming months. We will work with your office on the delivery of these briefings.

Date with Minister	Title	Detail	Priority
November 2020	Arrangements for support services to members of the Executive	Sets out the arrangements for members of the Executive to access entitlements and support services  <i>For noting</i>	High
November 2020	Instruction to Members of the Executive on Ministerial Expenditure Responsibilities	Provides a letter of instruction from you to members of the Executive and their offices setting out the role, expectations and obligations on the administration and authorising Ministerial expenditure  <i>For decision</i>	High
November 2020	Ministerial Self-drive Vehicle Selection Policy and Standards	Seeks confirmation on existing policy and standards to members of the Executive accessing their entitlements to a self-drive vehicle  <i>For decision</i>	High
November 2020	Allocation of Crown-owned Ministerial Residences	Provides information about the Crown-owned Ministerial residences managed by the Department of Internal Affairs, and your responsibility for allocating these  <i>For decision</i>	High

IN CONFIDENCE

November 2020	Budget Process	Provides an overview of the appropriations and processes for setting the Vote including Estimates, the annual Budget cycle, the links to the accountability cycles and performance <i>For noting</i>	High
November 2020	The role of the Visits and Ceremonial Office	Provides information about the role and function of the Visits and Ceremonial Office and the current schedule of upcoming events <i>For noting</i>	Low

# Appendix A: Legislation we administer | Āpitihanga A: Te ture e whakahaerehia ana e tātau

## Members of Parliament (Remuneration and Services) Act 2013

**Purpose:** The Act provides for the remuneration of, and services for, Members of Parliament, qualifying electoral candidates, and certain family members, and establishes the system for determining these.

The Act sets out the respective responsibilities of the Minister Responsible for Ministerial Services, the Remuneration Authority and the Speaker to issue Determinations on the various entitlements and services. Determinations have the status of secondary legislation and set the legal constraints on Ministerial expenditure.

The Act is administered by Parliamentary Service and the Department of Internal Affairs.

**Minister's responsibilities:** Under the Act the Minister Responsible for Ministerial Services is responsible for setting and issuing the *Ministers' Travel Services within New Zealand Determination*, that is travel services for Ministers that are additional or alternative to travel services for Members of Parliament.

Before making this Determination, the Minister must consult with the Remuneration Authority, the Speaker and the Commissioner of Inland Revenue (about taxation consequences). The Act also requires the Remuneration Authority and the Speaker to consult with the Minister on changes to the Determinations they are responsible for.

The Department will support you to issue the Determination on Ministers' travel services and to review any changes to Determinations made by the Remuneration Authority and the Speaker.

The Act also requires a quarterly public disclosure by the Department of all accommodation and travel expenses incurred by each Minister under the relevant Determination.

# Appendix B: Appropriations | Āpitihanga B: Ngā pūtea tauwhāiti

## Vote Internal Affairs

Funding for the Ministerial Services portfolio is appropriated within Vote Internal Affairs. More information about the Vote and appropriations can be found in the *Welcome to the Department of Internal Affairs* briefing.

## Ministerial Services portfolio funding

As Minister Responsible for Ministerial Services, you are responsible for all expenditure and services received under appropriations relevant to the Ministerial Services portfolio. The Ministerial Services portfolio appropriations are \$73.3 million (\$47.1 million departmental operating and \$26.2 million non-departmental [operating and capital]).

These appropriations set the upper limit on expenditure for services supporting Ministers and other eligible people. Limits for day to day expenditure (including the purpose and amounts) are set by the relevant Determination, as provided for in the Members of Parliament (Remuneration and Services) Act 2013.

Annual funding does not include provision for large scale ad hoc events (e.g. *Ko tatou, tatou – We are one* National Remembrance Service, and Royal visits), changes to the Executive (e.g. Cabinet reshuffles), and capital investment in Crown-owned residences, and additional funding may be required to deliver these.

The tables on the following pages outline these appropriations based on the 2020 Pre-Election Economic and Fiscal Update.

## Departmental operating

You are responsible for \$47.1 million of departmental operating appropriations.

\$million	Departmental appropriations based on 2020 Pre-Election Economic and Fiscal Update <sup>4</sup>
31.925	Providing support services for Members of the Executive, including in their capacity as a Member of Parliament, primarily through office personnel and administrative services, information and communication technology, and the provision and management of residential and office accommodation. <sup>5</sup>
9.000	Providing chauffeur-driven and self-drive vehicle services for parties specified in legislation, as authorised by Members of the Executive, or who otherwise meet qualifying criteria. <sup>5</sup>
5.662	Managing programmes for visiting Guests of Government, visiting Guests of Parliament, State and Ministerial functions, coordinating a range of services in support of ceremonial and commemorative events, and facilitating passage of New Zealand and foreign dignitaries and others authorised by the Crown into and out of New Zealand. <sup>5</sup>
0.506	Provision of policy advice and services to support Ministers to discharge their portfolio responsibilities relating to Ministerial Services. <sup>6</sup>
<b>47.093</b>	<b>Total departmental operating</b>

<sup>4</sup> These lines represent an output expense and a category within a Multi-Category Appropriation. Multi-Category Appropriations are appropriations that are made up of multiple categories (which can be different types of expenditure, including output expenses, non-departmental other expenses, and non-departmental capital expenditure) that all contribute to the same overarching purpose.

<sup>5</sup> Part of Multi-Category Appropriation – Services Supporting the Executive.

<sup>6</sup> Part of Multi-Category Appropriation – Policy and Related Services.

## Non-departmental operating (operating and capital)

You are also responsible for \$26.2 million of non-departmental appropriations.

\$million	Non-departmental operating appropriations based on 2020 Pre-Election Economic and Fiscal Update
12.397	Domestic and international travel by Members of the Executive and approved accompanying parties. <sup>7</sup>
11.360	Cost of salaries and allowances for the Executive Council and Members of the Executive, as authorised by Section 8(4) of the Members of Parliament (Remuneration and Services) Act 2013. <sup>8</sup>
0.807	Costs for maintaining official residences owned by the Crown. <sup>7</sup>
0.596	Annuities and payments in respect of other benefits and privileges to former Governors-General and their surviving spouses or partners, as authorised by section 12 of the Governor-General Act 2010. <sup>7</sup>
0.297	Depreciation of official residences owned by the Crown. <sup>7</sup>
0.270	Costs of domestic travel by former Prime Ministers and their spouses or partners, as authorised by Section 44(4) of the Members of Parliament (Remuneration and Services) Act 2013. <sup>8</sup>
0.228	Annuities to former Prime Ministers and their surviving spouses or partners, as authorised by Section 43(6) of the Members of Parliament (Remuneration and Services) Act 2013. <sup>8</sup>
<b>25.955</b>	<b>Total non-departmental operating</b>
\$million	Non-departmental capital appropriations based on 2020 Pre-Election Economic and Fiscal Update
0.267	Capital improvements at official residences. <sup>7</sup>
<b>0.267</b>	<b>Total non-departmental capital</b>

<sup>7</sup> Part of Multi-Category Appropriation – Services Supporting the Executive.

<sup>8</sup> Represents a Permanent Legislative Authority (PLA) where an express authority is given by or under an Act to spend public money without further authority.

# Appendix C: Key contacts at the Department of Internal Affairs | Āpitihianga C: Ngā tino whakapā i Te Tari Taiwhenua

## Chief Executive | Tumu Whakarae

**Paul James**  
Chief Executive  
Secretary for Internal Affairs  
Secretary for Local Government  
Government Chief Digital Officer

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## Information and Knowledge Services | Te Tāhuhu Iringa Kōrero

**Peter Murray**  
Deputy Chief  
Executive

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Leads the IKS branch that is home to the National Library of New Zealand, Archives New Zealand, the Tāhuhu Programme and Ministerial and Secretariat Services.

**Morag Ingram**  
General Manager  
Ministerial and Secretariat Services

s9(2)(a)

