



# **Briefing to Incoming Ministers: Welcome to the Department of Internal Affairs**





# Contents

<b>Introduction .....</b>	<b>2</b>
<b>Key messages about the Department .....</b>	<b>3</b>
<b>The Ministerial Portfolios.....</b>	<b>4</b>
<b>About the Department.....</b>	<b>8</b>
<b>The Department’s Leadership Team .....</b>	<b>13</b>

# Introduction

This is the Department of Internal Affairs' (the Department) overarching Briefing to Incoming Ministers (BIM). It provides an overview of the Department's responsibilities, ministerial accountabilities, vote information, and key contacts.

Accompanying this document is your portfolio specific BIM. Your portfolio BIM sets out opportunities and challenges for the portfolios. It also outlines your roles and responsibilities, along with the Department's. The Minister of Internal Affairs is the ownership Minister for the Department working with other Department Ministers to support priority decisions.

You are able to draw on the full range of the Department's skills and expertise. All New Zealanders are touched in some way by the Department's activities. We provide services to people and communities to strengthen their capability, resilience and prosperity. We also have a unique role in nurturing the country's nationhood, identity and culture. We provide services to government and other State sector organisations. Our services support the State sector to deliver outcomes and to build trust and confidence in New Zealand's system of government.

We look forward to working with you, to support the delivery of your priorities.

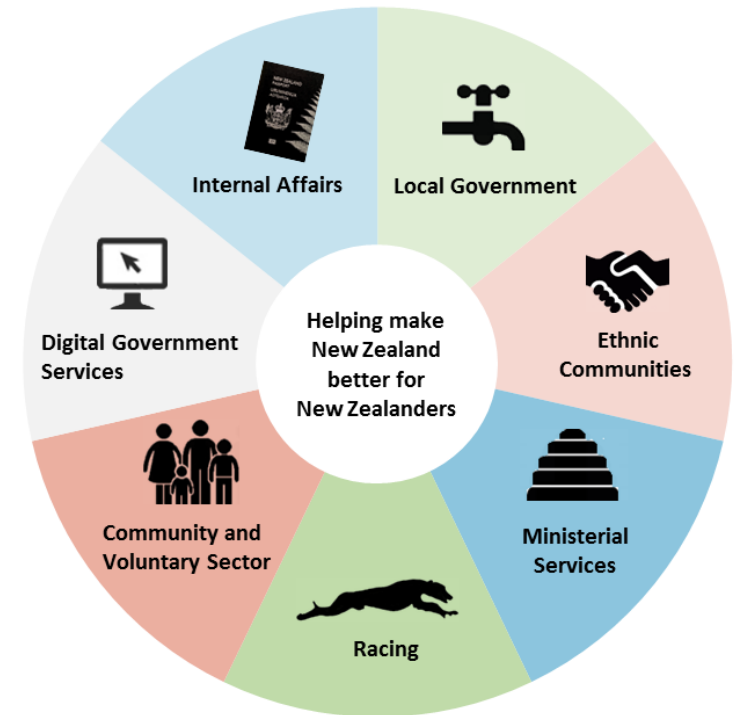


# Key messages about the Department

1. **When most people think about Internal Affairs, they think about passports, but the Department has a wide range of responsibilities.** Every day, Ministers, government departments and the public use the Department's services, often without knowing it. When people visit the National Library, sail on Lake Taupō or apply for community grants online, they are using the Department's services.
2. **The scope of our services means that we interact with New Zealanders and the State sector in a variety of ways.** We make it easy for New Zealanders to deal with government and to unlock the social, cultural and economic value of information. We also support building stronger communities. We work across agencies to improve the way New Zealanders interact with public services.
3. **We influence and improve public services around the needs of people, communities and organisations.** Our work supports seven ministerial portfolios and interacts with all significant State sector agencies. With our diverse portfolios and functions, we are able to connect across areas of interest.
4. **New Zealanders also benefit from the digital transformation of government, led by the Government Chief Digital Officer (GCDO).** In 2011, Cabinet tasked the Department's Chief Executive with this State sector role, through a delegation from the State Services Commissioner. The GCDO works with government and others to ensure that New Zealanders have a much better digital experience of government. This includes easier and equal access to a wide range of digital services, and supporting New Zealanders to participate in government decision making.

# The Ministerial Portfolios

5. The Department is responsible to several Ministers, administering seven portfolios within the single Vote Internal Affairs. These portfolios are:
- **Internal Affairs** – providing services and support to people, communities and government. This includes national identity related services, supporting digital government, Archives New Zealand and the National Library of New Zealand, and gambling regulation.
  - **Government Digital Services** - using digital and data to fundamentally transform and achieve a more responsive, efficient and participatory government.
  - **Local Government** – administering local government legislation and supporting the stewardship of the local government system.
  - **Community and Voluntary Sector** – administering grants funding and charities regulation, supporting initiatives to grow the sector and leading whole-of-government issues impacting on community organisations.
  - **Ethnic Communities** – champions ethnic diversity and empowers ethnic communities to participate in New Zealand society.
  - **Racing** – supporting communities through funding of the racing and sports sectors from the proceeds of betting.
  - **Ministerial Services** – providing support services to the Executive so members can perform their duties effectively and transparently.





## Collaboration between portfolio Ministers

6. Our range of portfolios and functions provide opportunities to better integrate advice across a number of areas to achieve portfolio objectives. The Department's structure supports collaborative working arrangements. Our diverse functions, and track record of collaborating for collective impact, provide opportunities for more efficient and effective delivery of our roles and responsibilities.

## Vote Internal Affairs

7. The Minister of Internal Affairs is the Vote Minister and the Responsible Minister overseeing the Government's ownership interests in the Department. This role includes:
  - accountability for the overall performance of the Department;
  - responsibility for Vote Internal Affairs; and
  - other responsibilities such as tabling the Department's Statement of Intent and Annual Report in the House of Representatives.
8. Portfolio appropriations are managed under one Vote - Vote Internal Affairs. This Vote structure provides opportunities for moving resources to meet government priorities.
9. The total Vote for 2017/18 is \$690 million.<sup>1</sup> Figure 1 on the following page shows how the total Vote of \$690 million is split between portfolios. Work will need to be undertaken to establish an appropriation for the newly created portfolio for Government Digital Services.

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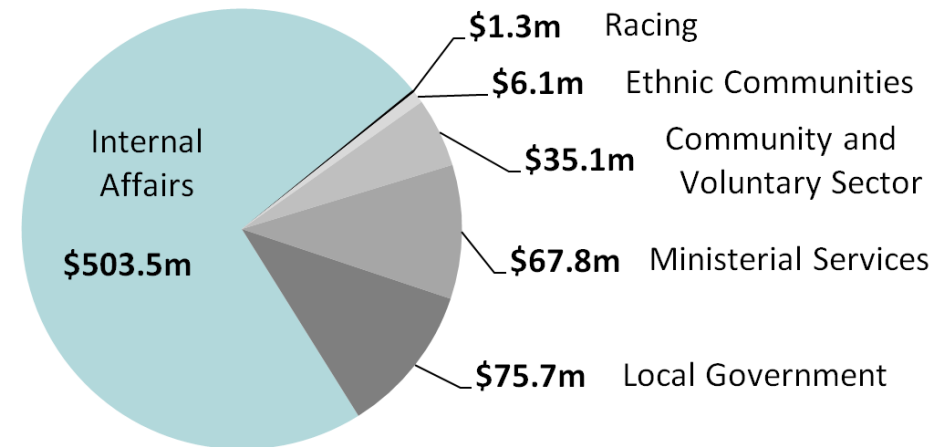
<sup>1</sup> The \$690 million is based on Main Estimates of Appropriations 2017/18, and includes \$0.5 million for expenses incurred in transferring Crown assets at the Taupō Landing Recreation Reserve. The Minister for Treaty of Waitangi Negotiations is responsible for this appropriation.

10. Vote Internal Affairs includes:

- **Departmental operating appropriations** of \$414.8 million for outputs, other expenses, or expenditure incurred by the Department, for example, policy advice and regulatory services. The Department is responsible to the Minister for what is achieved with departmental appropriations.
- **Departmental capital appropriations** of \$94.1 million for the development of assets by and for the use of the Department. This appropriation sits in the Internal Affairs portfolio, but is shared across portfolios.
- **Non-departmental operating and capital appropriations** of \$181 million which are where Ministers have decided to use a supplier other than a department to provide an output. For example:
  - operating - the Rates Rebate Scheme, which is delivered by each council; and
  - capital - purchase of material for the Alexander Turnbull Library collections, held and managed by the National Library of New Zealand.

11. Further detail about portfolio appropriations are set out in each portfolio BIM.

**Figure 1: Total Vote Internal Affairs 2017/18 split between portfolios**



12. Portfolio Ministers work with the Vote Minister to agree priorities in each year's Budget. This includes any Budget bids. A collaborative approach is important for supporting reprioritisation decisions, especially for multi-category appropriations within the Vote.<sup>2</sup> Multi-category appropriations are intended to enable flexible management and transfers of funds.
13. The Department supports the Vote Minister and Portfolio Ministers to work together to decide on the necessary trade-offs. Reprioritisation decisions can occur at any time, but generally occur at the March and October Baseline Updates.
14. Ministers also work together to support Parliamentary scrutiny. The Department works with the Vote Minister and Portfolio Ministers to ensure a coordinated approach to the review of the Estimates of Appropriations, following the Budget, and annual review of the Department's performance.

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<sup>2</sup> A multi-category appropriation is a single appropriation made up of multiple categories (which can be different types of expenditure including output expenses, other expenses, and non-departmental capital expenditure) that all contribute to the same overarching purpose.



# About the Department

15. Our purpose statement is to serve and connect people, communities and government to build a safe, prosperous and respected nation. With a regional presence from Kaitaia to Invercargill, we have a strong role in meeting the needs of New Zealanders in communities across the country.
16. We have worked hard to build a culture based on collaboration and purposeful action. Our people co-created the three principles outlined to the right of the page. These guide us in making the Department a high performing organisation and a great place to work.

## Our services, roles and functions

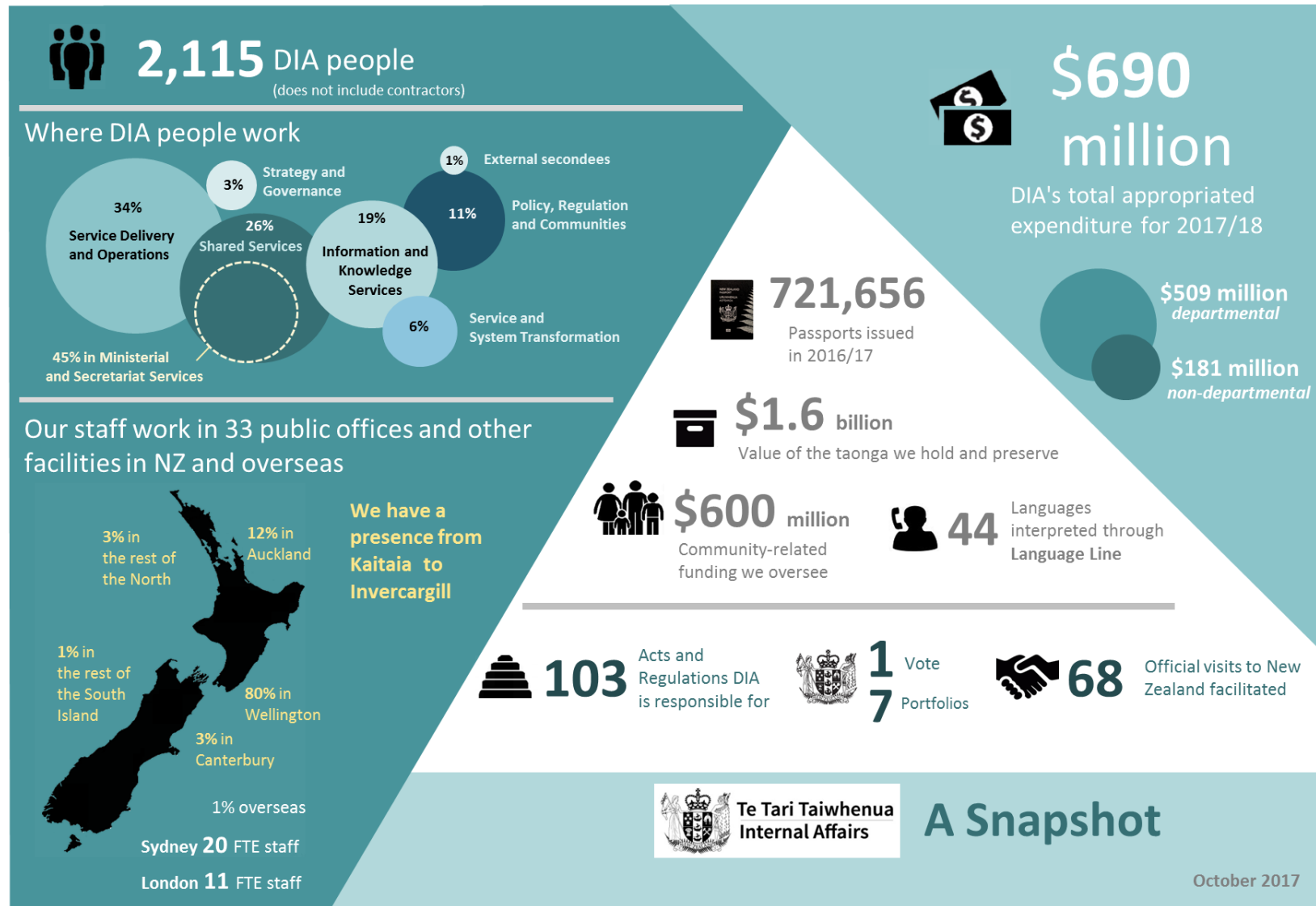
17. The Department leads and supports a range of services that are important to New Zealanders' lives:
  - managing and protecting the integrity of national identity information;
  - holding the nation's and the government's memory through the National Library of New Zealand and Archives New Zealand;
  - regulating activities across 13 regulatory systems including passports and identity services, gambling, censorship, government recordkeeping, charities, and anti-money laundering;
  - leading the digital transformation of government services, information and engagement;
  - informing, resourcing and advising communities, including working to ensure that ethnic communities develop and maintain a positive sense of belonging to New Zealand;
  - administering grant funding schemes and promoting trust and confidence in the charitable sector;



- providing policy advice to government;
- supporting the effective operation of government and the Executive;
- coordinating and managing official Guests of Government visits to New Zealand;
- supporting public and government inquiries;
- monitoring the performance of two Crown entities (Fire and Emergency New Zealand and the Office of Film and Literature Classification);
- managing the statutory appointment processes for members of a range of boards, trusts and committees.

18. A snapshot of the Department is provided in Figure 2 on the following page.

**Figure 2: Snapshot of the Department**



## Our regulatory stewardship role

19. The Department's Chief Executive is statutorily responsible for stewardship of the legislation that the Department administers.<sup>3</sup>
20. The Department is one of the seven major regulatory agencies with full or partial responsibility for 13 regulatory systems. These systems link to four ministerial portfolios that we support (Internal Affairs, Local Government, Community and Voluntary Sector, and Racing). The Department has responsibilities for:
  - policy and legislative design;
  - monitoring and reviewing regulatory systems;
  - implementation support for changes to systems; and
  - supporting good regulatory practice.
21. As part of its stewardship responsibility, the Department regularly reviews the performance of its regulatory systems.

## Our all-of-government roles

22. There are three all-of-government roles in the Department, each with different mandates.
23. The Chief Executive of the Department is the **Government Chief Digital Officer (GCDO)**. The GCDO aims to transform government, using digital technology. The GCDO works across government to ensure there is an all-of-government approach to digital transformation.

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<sup>3</sup> Section 32 (1)(d)(ii) of the State Sector Act 1988.

24. An all-of-government approach means developing:
- integrated digital services;
  - forward-looking policy and strategic insights to drive the digital agenda;
  - common platforms, approaches and standards; and
  - digital expertise and capability through centres of excellence.
25. The **Government Chief Privacy Officer (GCPO)** supports the GCDO. The GCPO leads an all-of-government approach to privacy, to meet expectations of trust, confidence and integrity in public services. The GCPO works to ensure that government use of information is safe and effective. This is fundamental as the growth and demand for digital technology increases. State sector chief executives remain accountable for privacy, including managing improvement efforts if privacy breaches occur.
26. The **Chief Archivist** is a statutory role established by the Public Records Act 2005. To enable the government to be held accountable, the Act requires regulated parties to create and maintain full, accurate and accessible records. The Chief Archivist issues information and records management standards and guidance for regulated parties, and monitors and audits their performance. Archives that are relevant to New Zealanders' historical and cultural heritage and sense of their national identity are preserved and accessible. For key functions, the Act establishes that the Chief Archivist must act independently in exercising professional judgement and is not subject to Ministerial or chief executive direction.

# The Department's Leadership Team

## Chief Executive of Internal Affairs

**Colin MacDonald**  
 Chief Executive  
 Secretary for Internal Affairs  
 Secretary for Local Government  
 Government Chief Digital Officer  
 04 495 9396  
 027 498 3515



## Service and System Transformation

**Tim Occleshaw**  
 Deputy Chief Executive  
 04 495 9330  
 021 913 308



works with government and others to ensure that New Zealanders have a much better digital experience of government.

**Karl Le Quesne**  
 Director, Office of the Chief Executive  
 04 816 4001  
 027 570 8325



supports the Chief Executive to lead the Department.

## Policy, Regulation and Communities

**Marilyn Little**  
 Deputy Chief Executive  
 04 816 4073  
 021 228 8118



provides policy and regulatory advice, advice and services relating to Ethnic Communities and oversees the Local Government Commission.

## Service Delivery and Operations

**Maria Robertson**  
 Deputy Chief Executive  
 04 494 0615  
 021 246 2827



provides public-facing services and operations for New Zealanders.

## Central/Local Government Partnerships

**Helen Wyn**  
 Deputy Chief Executive  
 04 495 9329  
 021 679 655



is the chief adviser for local government and leads work across central government and between local and central government.

## Strategy and Governance

**Justin Rowlands**  
 Deputy Chief Executive  
 04 382 3506  
 027 435 9044



provides strategic management and governance support to the Chief Executive and the Leadership Team.

## Information and Knowledge Services

**Peter Murray**  
 Deputy Chief Executive  
 04 474 3070  
 021 462 270



leads the National Library of New Zealand and Archives New Zealand.

## Stewardship and Organisational Sustainability

**Mervin Singham**  
 Deputy Chief Executive  
 04 495 9370  
 027 227 9040



manages the Department's long term financial sustainability and stewardship responsibilities.

## Shared Services

**Morag Woodley**  
 Deputy Chief Executive  
 04 494 0599  
 027 437 7909



provides corporate support functions to other business groups in the Department, and home to Ministerial Services and Secretariat Support.