

part three »

managing the department

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Capability Development

Over the past year we have further developed our capability to ensure we are a high-performing, trusted organisation working as one to maximise our outcome contribution for citizens, communities and government.

The development of our capability is a continual process that supports the Department's strategic direction and aligns with the Development Goals for the State Services. During the year we have developed our *Vision for DIA in 2010* as set out in the Introduction on page 8 and our capability development work has and will continue to move us towards this vision.

Improving the business services we provide

To deliver results for government and the community we need to continually improve the services we provide. Over the last year a number of key themes have been progressed across the Department.

Improving our policy capability

Following a review of our policy functions in 2003/04, a number of initiatives were undertaken to improve the Department's policy capability. We formally evaluated the outcomes of these initiatives in mid-2006. The evaluation showed that the quality and timeliness of policy advice has improved markedly. There has been a clear shift away from reactive policy advice, and a number of well regarded examples of policy leadership by the Department were noted.

During 2006/07, we have embedded changes and undertaken a further re-design exercise to enhance the Department's local government and community policy and capability. A new structure is now in place and future emphasis will be on developing a shared culture and standards, an integrated work programme, and an improved focus on strategic policy issues. We have also commenced a staff training programme for policy staff. In the Local Government and Community Branch of the Department this involves regular two hour training sessions that all staff are required to attend. Sessions are presented by senior staff and cover a wide range of topics including local government legislation and the sector.

Maximising the benefits from technology

Technology is transforming how we provide advice and services and we are committed to capturing the benefits of this change. The Department's achievements were recognised with two of our projects selected as finalists in the Computerworld Excellence Awards. These awards recognise successfully applied information technology to meet the needs of users. The two projects were:

- » the Electronic Monitoring System (for gaming machines) which was a finalist in three categories – Most Successful Project Implementation of the Year, Excellence in the Use of ICT in Government, and Overall Excellence in the Use of ICT (more information on this System is in Part Two on page 33.)
- » the National Dogs Database which was a finalist in the Excellence in the Use of ICT in Government category.

The Department played a key role in enhancing information and technology capability across the State sector with the development and maintenance of the Evidence of Identity Standard, and work with the State Services Commission on a proposed Identity Verification Service (further detail about these projects is in Part Two on page 40-41). We have also continued to update our websites, with a full list of the websites managed by the Department available on page 145.

Working cooperatively with others

Part Two provides many examples of where the Department contributed to shared outcomes, working with a wide range of agencies. We have provided leadership in the State sector with three flagship projects that contribute to advancing the Development Goals for the State Services. These include:

- » supporting the Digital Strategy, by helping to improve skills in the community through initiatives such as the Connecting Communities Programme, Community Partnership Fund and CommunityNet Aotearoa
- » developing identity authentication solutions for New Zealanders, through our stewardship of the Evidence of Identity Standard and our work to develop a whole-of-government Identity Verification Service
- » improving responsiveness to ethnic diversity in policy and service delivery by providing training and advisory services to State sector agencies.

The Objective *Executive Government is Well Supported* has involved us in working closely with the Parliamentary Services towards achieving common systems and processes in the parliamentary complex. The Chief Executive has also chaired a sub-committee with membership from the State sector, business and local government that provides support to goals three to five of the Development Goals for the State Services.

The Department has continued to focus activity on maintaining effective relationships with our unusually wide range of interested stakeholders. Our success in this area is demonstrated by the feedback from stakeholder satisfaction surveys completed across many of the Department's areas of business (see Statement of Forecast Service Performance pages 71 to 102).

Other areas where we have been working with others include participation in the State Services Commission Accessible State Services Rotorua Research Pilot and, along with other government agencies, as part of the Government Urban and Economic Development Office (GUEDO) in Auckland.

Providing responsive services

The Department continues to be responsive to the diverse communities we service, and supportive of the various population-based government strategies such as reducing inequalities, effectiveness for Māori, Pacific people, positive ageing, ethnic responsiveness and the *New Zealand Disability Strategy*. In 2006/07 the Department undertook a number of significant activities, including:

- » implementation of our Effectiveness for Māori strategy which looks out to 2009. A range of initiatives were undertaken. Some directly supported achievement of outcomes (such as the Te Whakamotuhaketanga Hapū Strategy and evaluation). Others explored issues relevant to our services (including papers on the citizenship rights for Māori born overseas and the use of iwi registers as evidence of identification), and building capability with staff training in te reo and Treaty of Waitangi issues
- » continuing to support these groups through our grant funding and advisory services. This included administration of a modified and improved Pacific Provider Development Fund, which received 55 eligible applications

» as the home of the Office of Ethnic Affairs, taking a leadership role in supporting ethnic communities in New Zealand and helping communities to recognise and enjoy the economic, social and cultural benefits of diversity, initiatives undertaken include:

- updating our ethnic responsiveness plan for two years starting 1 July 2007 to focus on the use of Language Line within the Department, intercultural awareness and consideration of ethnic perspectives in policy
- continued use and further development of Language Line, an interpreting service for clients
- providing Ethnic Perspectives in Policy training both internally, and to other government agencies
- providing training to staff on Intercultural Awareness to ensure that the Department is responsive to the needs of ethnic people. 213 staff had completed this training by 30 June 2007.

Managing organisational change

During 2006/07 we have focused on implementing and consolidating changes to enhance the capability and capacity of the Department with funding gained through Budget 2005 and Budget 2006, and ensuring changes deliver the benefits envisaged.

A major review exercise started in 2005 has been completed resulting in an investment of significant new additional resources to strengthen the delivery of Vote Emergency Management work. This has seen progress in three areas for the Department:

- » building capacity
- » strengthening leadership in the civil defence and emergency management sector
- » managing the response in civil defence emergencies.

This major exercise is now completed and the Department is now much better positioned to undertake a wide range of tasks across the sector, and to manage emergency events well. The reputation and relationships of the Department with the civil defence and emergency management sector and key central government agencies has improved with the changes, and has resulted in greater levels of trust.

Capability and capacity have been enhanced in the Visits and Ceremonial Office following a review in 2005/06. In the Office of Ethnic Affairs, additional funding has enabled us to provide more dedicated resources in regional centres to strengthen regional support for ethnic communities. As noted earlier, a new structure was put in place in the Local Government and Community Branch during 2006/07, and a service delivery review is underway of our gambling compliance activity. Development of more integrated corporate services has continued and work is underway in 2007/08 to provide better integrated Information and Technology (I&T) and Finance functions.

The Department has been pursuing a strategy of “one organisation”, where the whole is more than the sum of the parts. During 2006/07, the Executive Management Team has worked to more clearly define what “one organisation” means in practice. This involved reviewing the key drivers for departmental change and developing a high-level pathway to 2010, with some initial priorities. The *Vision for 2010* can be seen in the Introduction section on page 8. The priority areas for change include:

- » strengthening our shared vision and values
- » building a shared culture
- » establishing a strong, well-functioning and cohesive centre for the Department
- » strengthening our I&T capability across the Department
- » providing more integrated corporate and financial services.

As outlined below, a number of initiatives are already underway to address these issues.

Developing our people

During 2006/07 our People Strategy was revised to ensure we are recruiting, retaining and developing the people we need to deliver on our outcomes and strategic priorities to 2010 and beyond. Initiatives in this area also support the Development Goals for the State Services by developing excellent State servants and establishing the Department as an employer of choice. The four areas of focus in our revised People Strategy are:

- » building a “one organisation” culture
- » developing leaders
- » building our people capability
- » creating a high-performing, inclusive work environment.

Building a “one organisation” culture

This is a new area of focus in the revised People Strategy, recognising that a sense of shared vision and values can provide a sense of common purpose for staff and help build a single, high-performing organisation. We need staff to identify with the Department and understand how their work contributes to outcomes for the organisation. Our aim in adding this focus is to ensure staff across all business groups identify with, and see themselves as employees of, the Department of Internal Affairs.

The “one organisation” culture has been promoted across the organisation along with the workplace principles through induction, planning and reporting documents and communication of departmental activities and achievements to all staff via the Intranet and Chief Executive’s weekly newsletter. Managers are also expected to actively promote these messages with their staff.

Workplace principles

WE VALUE PEOPLE

WE ACT WITH INTEGRITY

WE PROVIDE OUTSTANDING SERVICE

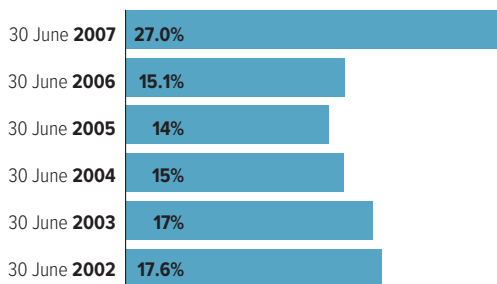
To assess the overall health of the organisation, a staff engagement survey was undertaken in March 2007 using the unlimited/JRA “Best Places to Work” survey. We are using this information to better understand the levels of engagement of staff with the Department and to identify areas for improvement. 76% of staff responded to the survey.

The Executive Management team (EMT) has reviewed the results and looked at the key drivers behind these to identify initiatives that can help improve staff engagement. Managers are now communicating the engagement survey results to their teams and developing with their teams action plans for improvement. The Department has already chosen to focus on a number of initiatives that should help improve staff engagement, as reported elsewhere in this section.

Developing leaders

In August 2006 a Management and Leadership Development Framework was introduced. The framework identifies four key groups – aspiring, new, existing and senior managers – and the development activities that will be made available to these groups. During 2006/07 we have developed and introduced training for new

Staff Turnover



managers. This will be extended to provide development activities for senior and existing managers in 2007/08.

We continued to hold a series of regular in-house leadership forums for senior managers, where invited guests addressed issues such as sustainability, internal communications and the characteristics of New Zealand's Workforce 2020.

Building our people capability

An in-house recruitment team is now well established following changes made in 2005/06. Standardised recruitment processes have been introduced, a Department employer branding statement developed and new advertising implemented. These changes have helped to build a strong presence for the Department in the employment market, enabling us to continue to attract candidates for vacancies.

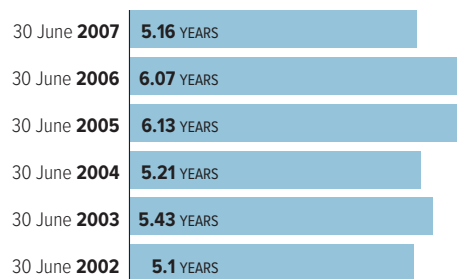
Going forward the Department will be reviewing how we can be more innovative in recruiting staff and retaining our existing staff. This will include reviewing working arrangements (working hours and leave arrangements, for example) and exploring options for attracting more young people and attracting older people. To enable us to retain staff, a career progression policy was developed in 2005/06 and this will be reviewed later in 2007.

A strategic workforce planning framework has been developed for the Department and was rolled out across business group management teams. This framework will enable us to forecast capability and capacity requirements in both the medium and long term.

We have agreed a Department-wide Training and Development Strategy during 2006/07 to provide a coordinated approach across the Department. A Training and Development Network was set up, along with a Training and Development Calendar, to support the Strategy. A Learning Management System, including a one-stop-shop for viewing training that is offered and a staff Record of Learning, is being piloted with Identity Services and will be considered for implementation across the Department.

Staff numbers have increased, reflecting increased demand for services and the Government's investment in the capability of the Department. During 2006/07 we have largely completed recruitment for the Ministry of Civil Defence and Emergency Management (MCDEM).

Average Length of Service



Key measures we monitor are staff turnover and average length of service. At 30 June 2007 our overall turnover was 27.0%, which is higher than desirable, but reflects current labour market conditions.

Average length of service for permanent and fixed term staff has reduced (5.16 years at 30 June 2007). This largely reflects the recruitment of new capability into the Department.

Creating a high-performing, inclusive work environment

Our aim is to provide a work environment that attracts the capability needed, that supports people to contribute their best and that recognises and makes best use of a diverse range of skills, knowledge and talents. To achieve this, as well as focusing on leaders and staff individually, we also focus on the broader work environment.

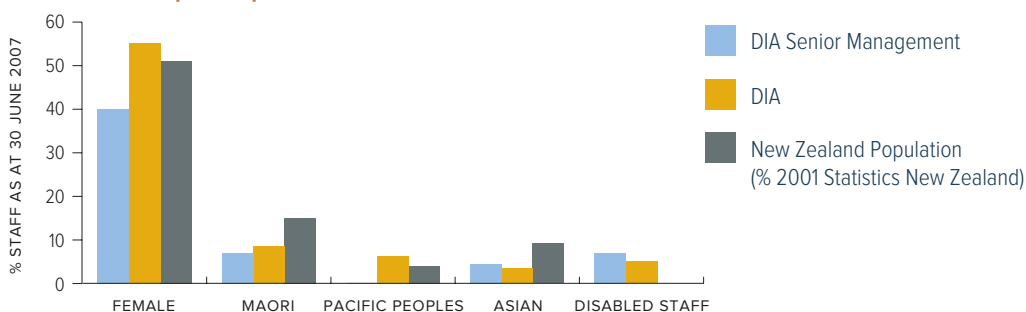
During 2005/06, we developed changes to our remuneration system to better enable us to retain competent staff. These changes were implemented from 1 July 2007 and reinforce our focus on developing a high-performing organisation by improving our ability to recognise superior performance.

We implemented a Pay and Employment Equity audit during 2006/07, with the results to be considered by the Executive Management Team in September 2007. A Pay and Employment Equity Review committee undertook focus group discussions with female staff in early 2007 and prepared a report for discussion. Overall findings were that the Department has no major gender equity issues.

As part of being a good employer we continue to promote diversity and equal employment opportunities (EEO). Our staff are reasonably representative of the New Zealand population as illustrated in the following graph. However, progress towards employment of the EEO target groups is mixed. Our Diversity/EEO Plan to 2010 aims to increase and support a diverse workforce so that we can meet the needs of the people we service. During 2006/07 we have:

- » continued to support five EEO network groups
- » identified barriers to recruitment and retention of Pacific people, and agreed to actions to resolve those barriers

EEO Group Representation



- » held a Pacific peoples' career development workshop in February 2007, a Maori peoples career development workshop in April and an Ethnic career development workshop in June 2007
- » continued building our staff capability in te reo, tikanga and the Treaty of Waitangi, with refresher training courses developed to help staff keep their skills up-to-date
- » introduced intercultural awareness training to support our work with ethnic communities and staff.

We will be reviewing our EEO targets, to be consistent with the outcome of a review being undertaken by the States Services Commission. We have continued to invest in Health and Safety in 2006/07, with high levels of staff and senior management engagement. A significant milestone was reached in 2007 with the Department achieving our goal of tertiary level status in the ACC Workplace Safety Management Practices Programme.

In 2006/07 we commenced development of a medium-term property strategy to support our vision of "one organisation" and provide us with accommodation options to meet our current and anticipated business needs. The overall guidelines for the strategy were agreed by the Executive Management Team during 2006/07, and when completed it will look out 10 years. The focus is on making more efficient use of office space, particularly in Wellington. A review and analysis of the current status of the Department's property portfolio and staff locations has recently been undertaken. This is being used to form the basis for prioritisation of property requirements, by identifying synergies between business groups, to enable co-location and economies of scale to be realised. The Strategy will also consider "Green Building" issues, in line with the Government's focus on sustainability.

With the increased focus by Government on sustainability, the Department will be working towards ensuring that goods and services purchased are more water and energy efficient, emit less carbon, produce less waste and are accredited or environmentally certified. We have work planned for 2007/08 to ensure our procurement of goods and services align with the Govt³ sustainability practices.

Enhancing our information and technology capability

Information and technology (I&T) is integral to the Department's operations. We are in the process of implementing an Information Systems Strategic Plan (ISSP) to upgrade I&T infrastructure over 2-3 years and give departmental staff access to enhanced systems. This major work programme, known as Programme Diamond, is a multi-year programme involving 12 project streams. During 2006/07 significant progress included:

- » centralised, resilient, data storage has been established for the Department and business data migrated to this environment
- » a core network upgrade has been completed to add resilience, increase security and help improve performance
- » a roll-out of a new standard desktop with upgraded operating systems and software installed has been completed for nearly half of the Department's computers
- » significantly increased disaster recovery capability, with all critical corporate systems now having full disaster recovery capability with on-line data replication. A disaster scenario, with complete loss of the Wellington site, will be tested in 2007/08.
- » the design for a new email system and a move to a single directory service are being finalised, and will be implemented in 2007/08
- » the HR Management Information System was upgraded to the latest version, ensuring compatibility with KiwiSaver changes
- » a new enterprise reporting platform was implemented, offering a centralised platform and toolsets for reporting for the Department.

Toward the end of 2006 the Department reviewed the ISSP. It defined the model of I&T services as a hybrid organisational model based on a differentiation between business applications and other I&T. This model has proved inefficient and a decision has been made to implement a more centralised model. Centralisation is expected to be accomplished through realignment of staff and budgets, with the change to be completed by early 2008. The desired outcome is the achievement of full and comprehensive centralised management and oversight of I&T. The aim is to reduce fragmentation, make better use of resources, improve skill levels and overall critical mass, and help create a stronger and more resilient Department.



Health and Safety Representatives receive a debrief on the results and celebrate achievement of tertiary status

Health and Safety recognition

The success of the Department's Health and Safety policies and practices was recognised with achievement of tertiary status of the ACC Workplace Safety Management Practices programme. The Department is one of only four core government departments currently at the tertiary level.

The CEO of ACC, Dr Jan White, said she has been impressed by the commitment and passion the Department demonstrated in reaching this tertiary status, reflected in a drastic reduction of claims to ACC in the past five years.

Achievement of tertiary status was a result of two years of hard work from management and the staff Health and Safety Representatives around the country, who volunteer for this role on top of their normal duties. These Health & Safety Representatives live the role day in day out, knowing the hazards and thinking of ways to resolve them, attending regular meetings and monitoring compliance for their group. They also assist in induction of new staff on health and safety policies and procedures. For National Health and Safety Coordinator, Mary Ruffell, it was a challenging task to lead the project, bringing together a large organisation under the one Health and Safety banner.

Achieving tertiary status is a significant achievement for a large organisation such as the Department of Internal Affairs that isn't confined to offices. VIP transport drivers are always on the road and civil defence and emergency management staff can

be called out to serious incidents at any time. For VIP Chauffeurs, Health and Safety Representative Roger Calkin, it required monthly inspections and monitoring due to the potentially hazardous workshop environment. For office-based staff inspections were quarterly. Chriss Hamilton, and other Health and Safety Representatives in the 16 regional offices of the Local Government and Community business group, were required to electronically scan all health and safety documents to ensure their compliance is visible. The PSA was also involved through their PSA Health and Safety Representative Mark McGuire.

Achievement of tertiary status is part of being a good employer, but will also bring cost savings for the Department with lower ACC premiums.



Managing for outcomes

The Department of Internal Affairs 2006 Annual Report was one of five finalists in the Government agency section of the Institute of Chartered Accountants Annual Report Awards. To be a finalist in these Awards recognises the excellence of the Department's annual reporting – presenting a true and fair account of the year's activities.

During 2006/07 we have continued our strong commitment to managing for outcomes. We have progressed a number of initiatives to make sure staff understand the importance of managing for outcomes and that our business processes are well integrated with this approach. Examples of these initiatives are:

- » getting better clarity for our intermediate outcomes and deepening our frameworks to better link them to our front-line activity. Staff in our 16 regional offices have been involved directly in discussions about how they can maximise their contribution to the *Strong, sustainable, communities* outcome.
- » better integrating our planning processes by outcome focused joint planning sessions across business groups
- » presenting all of our Vote Ministers with proposed work priorities for the coming three years and using this to clarify their expectations of the Department and shape the planned outcome contribution sections in the 2007–10 Statement of Intent
- » creating a cost-effectiveness framework to help staff assess cost-effectiveness when setting priorities. This framework will form an integral part of our project management methodology.
- » development of measurement frameworks for most of our outcome areas, which are being tested internally to agree improved measures for our 2008–11 Statement of Intent.

Strengthening project and risk management

The Department implements risk management policies and provides guidance material across the Department to help business groups identify and manage operational risks. All business areas report regularly on key risks to the Executive Management Team who review the effectiveness of mitigation strategies and actions.

To manage our significant capital investment in the I&T area we have strengthened risk management with the establishment of an I&T Governance Committee and I&T

Project Office. The I&T Governance Committee is led by the Chief Executive and takes a cross-departmental view, providing further assurance that risks and uncertainties arising in the strategic, operational and project areas of I&T are recognised and responded to in a timely and effective manner.

The Project Office has undertaken a cross-departmental role to support and advise business groups on standards and methodologies for best-practice I&T project management. The Project Office has also extended the use of standards and methodologies to other projects, and maintained oversight of all capital projects and business cases in the Department.

As part of strengthening our focus on risk management and improving governance arrangements we have also reviewed the terms of reference for a departmental Audit Advisory Committee and invited two external members to be a part of the Committee which meets on a quarterly basis to give additional consideration and comment on:

- » the appropriateness and effectiveness of departmental risk management policies and practices
- » the effectiveness of departmental controls and supporting systems
- » the content of the internal and external audit programmes
- » the adequacy of the Department's response to any audit issue raised.

The Department was involved in the government-wide pandemic planning exercise, which went a long way towards strengthening our preparedness. Our plans to identify the essential services we will need to keep going during a pandemic were reviewed against a realistic scenario. This gave the Executive Management Team the opportunity to discuss the impact of such an event on our ability to not only produce these essential services, but also think about the issues associated with bringing the Department back to a business-as-usual state. An added bonus is that we are able to apply these lessons to other emergency events such as earthquake or fire. The Department is considering running a further exercise with a different emergency scenario. While for most of the Department this was a 'desktop' exercise, the Ministry of Civil Defence and Emergency Management branch of the Department was involved in an operational capacity.

The Project Office

The Project Office was formed with the aim of developing an industry standard methodology and providing for a “stock take” and audit of IT projects within the Department. Although the focus of the Office was initially on IT projects, significant improvement in the management of projects has led to the incremental application of the standardised methodology into other areas.

The latest release of the methodology, called the Project Delivery Toolkit, includes dynamic links to the Department’s:

- » capital planning process
- » cost effectiveness framework
- » cost benefit analysis guidelines
- » Solution Development Lifecycle
- » procurement processes.

This provides a “one stop shop” for project managers when seeking information and guidance.

Project managers and sponsors are provided induction training on the Project Delivery Toolkit during a project’s initiation phase. To date the Project Office has run inductions and successful delivery workshops, training 294 staff in topics such as “roles and responsibilities” and “methodology induction”. PRINCE2 Foundation or Practitioner has also been completed by 14 staff.

In order to have influence over the full range of programmes and projects in the Department the Office has been positioned in the Office of the Chief Executive.

This has ensured:

- » it is able to positively influence all the business areas in the Department
- » it has the full support and authority of the Chief Executive and Executive Management Team
- » it is not buried within an area with a restricted view of, and inability to influence, the complete programme and project community.

The central positioning of the Office within the corporate group has led to significant improvement in overall project management and governance understanding and disciplines within the Department.

Perhaps the most significant aspect of the Office that differentiates it from a typical programme or project support office is the relationship it has with the Department’s Executive Management Team. The Office provides the Executive and the I&T Governance Committee with strategic oversight of the Department’s portfolio of programmes and projects. This “helicopter view” has brought greater visibility to the interrelationships and interdependencies across the organisational portfolio and supports the Executive in its judgements and decision-making on strategic priorities and commitments.

With an established portfolio management process and a clear path for improvement imbedded at the organisational level, the focus for the Office is now on understanding and assessing capability at an individual level. To achieve this, the Project Office will introduce Successful Delivery Skills and Career Progression Frameworks that target key programme and project roles.

Our Organisation

The Department of Internal Affairs – Te Tari Taiwhenua – is the oldest government department and traces its history back to the structures put in place immediately after the signing of the Treaty of Waitangi.

The Department is a diverse organisation, with around 1,300 staff providing a range of services supporting citizens, communities and government. We deliver services from 17 locations throughout New Zealand, plus small offices in Sydney and London.

We provide policy advice to our Ministers and Associate Minister in the areas of local government, community and voluntary sector issues, ethnic affairs, civil defence and emergency management (CDEM), gambling, racing, fire, identity, public inquiries, daylight saving and censorship. We also advise a number of other Ministers as the need arises. The Department administers around 90 Acts and Regulations.

The Department delivers its services through eight business groups. The managers report direct to Christopher Blake as Chief Executive, and are responsible for managing their respective areas and delivering agreed outputs with Ministers. In addition, they form part of the Executive Management Team, whose role is to provide direction and leadership to the Department. A brief description of the operations, roles and responsibilities for each business group follows.

Staff Numbers by Business Group Full-time Equivalents as at 30 June 2007

Business Group	Total FTEs
Identity Services	440
Executive Government Support	280
Local Government and Community	164
Regulation and Compliance	162
Business Services	132
Office of the Chief Executive	36
Ministry of Civil Defence and Emergency Management	35
Office of Ethnic Affairs	18

Identity Services

General Manager: Annette Offenberger

The Identity Services Group is a trusted steward of New Zealanders' identity information. It provides leadership in identity management and is responsible for the creation, stewardship and integrity of records of, or relating to, New Zealanders' identity. It registers birth, death, civil union and marriage details, issues passports and manages citizenship applications. Identity Services is also the custodian of the Evidence of Identity Standard for the State sector, and is working with the State Services Commission-led All-of-government Authentication Programme to develop the Identity Verification Service.

Executive Government Support

General Manager: Janice Calvert

The Executive Government Support Group supports the efficient operation and continuity of Executive Government by providing Ministers with a range of services including residential accommodation, transport services, advice and administrative support for their Ministerial offices. Through the facilitation of guest-of-Government visits and ceremonial events, the Group contributes to the development of New Zealand's international connections and a public understanding of our culture and heritage. It provides a translation service that is available to government and the general public, publishes the New Zealand Gazette, provides authentication of official documents and administers the Gambling Commission. It also sets up and administers commissions of inquiry and other ad hoc bodies, ensuring these are established quickly and efficiently when required.

Local Government and Community

Deputy Secretary: Anne Carter

The Local Government and Community Branch promotes the building of strong communities, and supports the local government system by providing community advisory and local government interface services and information to the public, including administering CommunityNet Aotearoa. It administers lottery grants, Crown-funded schemes such as the Community Organisation Grants Scheme, and a range of other grants and trusts that develop community capacity to address local issues. The Branch provides policy advice on local government and community and voluntary sector issues, and administers an array of local government legislation.

Regulation and Compliance

Deputy Secretary: Keith Manch

The Regulation and Compliance Branch integrates regulatory policy and operational activities that help to ensure safer communities; contribute to building strong, sustainable communities/hapū/iwi; and promote trust in the integrity of New Zealand's records of identity. Key areas of focus include providing policy advice on gambling, racing, censorship, civil defence and emergency management, fire, identity, public inquiries and daylight saving. The Branch also monitors the performance of three Crown entities on behalf of Ministers. It licenses gambling activities, inspects and monitors gambling, and regulates the sending of unsolicited electronic messages (spam), the possession and supply of objectionable material and the public display of publications. It also provides administrative support for the Local Government Commission, and is responsible for the Rates Rebate Scheme and the Department's local government regulatory responsibilities.

Ministry of Civil Defence and Emergency Management

Director: John Hamilton

The Ministry of Civil Defence and Emergency Management (MCDEM) provides operational advice to the Government on civil defence and emergency management (CDEM). It provides leadership on the strategic direction for CDEM in New Zealand through the development of an integrated, risk-based approach. This includes working with stakeholders, including CDEM groups and government agencies, to address the "4R's" of reduction, readiness, response and recovery. MCDEM also supports, coordinates and manages local and national civil defence emergencies.

Office of Ethnic Affairs

Director: Mervin Singham

The Office of Ethnic Affairs is the Government's primary advisor on ethnic diversity and intercultural matters. It provides a point of contact between ethnic communities and the New Zealand Government. The Office supports ethnic communities to participate in civil society through providing information and advice and facilitating forums where issues can be raised and solutions discussed. The Office also provides policy advice and training to government agencies on diversity and intercultural matters, and manages the telephone interpreting service Language Line.

Business Services

Director: Norah Familton

The Business Services Branch provides a range of corporate services and support to the operational business groups, enabling them to excel in their areas of expertise. The range of services provided includes finance, procurement, strategic human resources, strategic communications, information and communications technology, research and evaluation, and property.

Office of the Chief Executive

Director: Jared Mullen

The Office of the Chief Executive provides advisory and project support to the Chief Executive, the Executive Management Team and operational business groups. The range of services includes strategic development and planning, Ministerial advice and support, risk and audit, project management, legal services and effectiveness for Māori.

Executive Management Team



LEFT TO RIGHT: Janice Calvert, Mervin Singham, Anne Carter, Norah Familton, Jared Mullen, John Hamilton, Annette Offenberger, Keith Manch, Christopher Blake.

Governance

The Department is responsible to seven Ministers administering six Votes. The Minister of Internal Affairs is the Minister Responsible for the Department. The Department monitors the performance of two Crown entities under the Internal Affairs portfolio, and one Crown entity under the Community and Voluntary Sector portfolio.

Hon Rick Barker

VOTES	INTERNAL AFFAIRS; EMERGENCY MANAGEMENT
PORTFOLIOS	Minister of Internal Affairs Minister of Civil Defence Minister Responsible for the Department of Internal Affairs
CROWN ENTITIES	New Zealand Fire Service Commission Office of Film and Literature Classification

Rt Hon Helen Clark

VOTE	MINISTERIAL SERVICES
PORTFOLIO	Minister Responsible for Ministerial Services

Hon Mark Burton

VOTE	LOCAL GOVERNMENT
PORTFOLIO	Minister of Local Government

Hon Chris Carter

PORTFOLIO	Minister for Ethnic Affairs
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Hon Nanaia Mahuta

PORTFOLIO	Associate Minister of Local Government
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Hon Luamanuvao Winnie Laban

VOTE	COMMUNITY AND VOLUNTARY SECTOR
PORTFOLIO	Minister for the Community and Voluntary Sector
CROWN ENTITY	Charities Commission

Rt Hon Winston Peters

VOTE	RACING
PORTFOLIO	Minister for Racing

The Department also works with various portfolio-related statutory bodies, trusts and committees (for example, the Lottery Grants Board), providing them with administrative support and managing the appointments process. We also manage the appointments process for the 12 community trusts (Responsible Minister: Minister of Finance), the Peace and Disarmament Education Trust, and the Pacific Development and Conservation Trust (Responsible Minister: Minister for Disarmament and Arms Control).

Legislation We Administer

As at 30 June 2007, the following is a list of legislation that we administer, classified by Vote.

Internal Affairs

Births, Deaths, and Marriages Registration Act 1995
 Births, Deaths, and Marriages Registration (Fees) Regulations 1995
 Births, Deaths, and Marriages Registration (Prescribed Information and Forms) Regulations 1995
 Boxing and Wrestling Act 1981
 Citizenship Act 1977
 Citizenship Regulations 2002
 Citizenship (Western Samoa) Act 1982
 Civil Union (Prescribed Information, Fees, and Forms) Regulations 2005*
 Commercial Use of Royal Photographs Rules 1962
 Commissions of Inquiry Act 1908
 Commonwealth Games Symbol Protection Act 1974
 Films, Videos, and Publications Classification (Fees) Regulations 1994*
 Films, Videos, and Publications Classification Regulations 1994*
 Fire Safety and Evacuation of Buildings Regulations 2006
 Fire Service Act 1975
 Fire Service Levy Order 1993
 Fire Service Regulations 2003
 Forest and Rural Fires Act 1977
 Forest and Rural Fires Regulations 2005
 Gambling Act 2003
 Gambling (Class 4 Banking) Regulations 2006
 Gambling (Class 4 Net Proceeds) Regulations 2004
 Gambling (Electronic Monitoring Fees) Regulations 2006
 Gambling (Fees and Revocations) Regulations 2004
 Gambling (Forms) Regulations 2004
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* Regulations made under legislation administered by the Ministry of Justice.

** Regulations made under legislation administered by the Department of the Prime Minister and Cabinet.

