

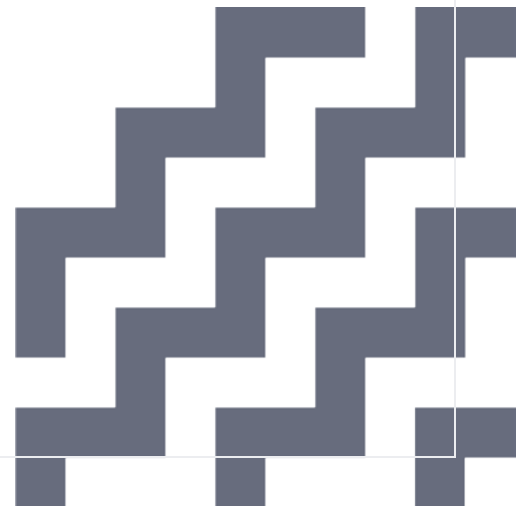


DEPARTMENT OF THE  
PRIME MINISTER AND CABINET  
TE TARI O TE PIRIMIA ME TE KOMITI MATUA

# Briefing to Incoming Prime Minister



Date	20/10/2017
Priority	Routine
Security Classification	In Confidence
Tracking Number	3999202





# Introduction

Welcome to your role as Prime Minister and Responsible Minister for the Department of the Prime Minister and Cabinet (DPMC).

DPMC is here to support you to achieve your priorities. We will do this through providing advice directly to you on the range of policy issues facing the government, supporting the effective functioning of executive government, and leading and coordinating the national security system.

This briefing is intended to provide you with a summary of your new Department, the levers available to you as Prime Minister to achieve your goals, our key roles and responsibilities, and, some of the current strategic issues and priority areas across DPMC. More information on all of the above will be provided, through a series of subject-specific follow-up briefings.

The core message for you is that we are a flexible and adaptable department, ready to engage on your priorities, and to deploy the weight of the public service behind you.

We look forward to working with you on your priorities in the interests of New Zealand.

## Recommendation

The Department of the Prime Minister and Cabinet recommends that you:

- 1 Note the contents of this briefing.

NOTED

Andrew Kibblewhite

**Chief Executive  
Department of the Prime  
Minister and Cabinet**

Date: ...../...../2017

Rt Hon Jacinda Ardern

**Prime Minister**

Date: ...../...../2017



# Contents

- Introduction ..... 2
- Overview ..... 4
  - Your main roles and points of contact at DPMC ..... 4
- Our support to you: Achieving immediate and intermediate priorities ..... 5
  - Your expert Policy Advisors ..... 5
  - Your policy capability builders ..... 5
  - Your specialist advisors and support on constitutional and procedural matters ..... 6
  - Your role as Chair of Cabinet ..... 6
  - Your experts on national security, cyber security, and civil defence emergency management ..... 7
  - Giving you specialist oversight of the Crown’s interests in the regeneration of Greater Christchurch ..... 9
- Our Organisational Structure ..... 11
- Attachment A: Our people ..... 12
- Attachment B: How we are funded ..... 14



# Overview

This briefing sets out

- your roles and responsibilities;
- who your main points of contact at DPMC are likely to be – and what they support you with; and
- our support to you in achieving immediate and intermediate priorities.

## Your main roles and points of contact at DPMC

As Prime Minister, you are our Responsible Minister across DPMC. We support you to drive your priorities forward. Cabinet Office and our Policy Advisory Group (PAG) provide you with advice and support on a daily basis to assist you and your colleagues in running executive government. As Minister for National Security and Intelligence, our Deputy Chief Executive, Security and Intelligence Group (SIG), and Director of Civil Defence Emergency Management (CDEM) provide you with support to manage this portfolio – especially in times of emergency and for national security matters.

Your main contacts within DPMC will be:

- Chief Executive – Andrew Kibblewhite;
- Cabinet Secretary and Clerk of the Executive Council – Michael Webster;
- Deputy Chief Executive Anneliese Parkin, and Policy Advisors from our Policy Advisory Group;
- Deputy Chief Executive, Security and Intelligence – Howard Broad; and
- Director, Ministry of Civil Defence & Emergency Management – Sarah Stuart-Black (Norm).

Our experience tells us that one of the keys to implementing your programme is ensuring the public service understands your priorities, is driven to deliver them, and is agile, collaborative and innovative in its approach. As one of three central agencies, we take the lead in co-ordinating public service agencies across the public sector to deliver on the Government's policy priorities and provide the services and outcomes New Zealanders need.

We are resourced to quickly and skilfully influence public service agencies to achieve your priorities. Our position as a central agency allows us to reach right across the public service, 'connect the dots' and bring the right agencies and actors around the table at the right time to drive your Government's agenda.

We look forward to working with you, and discussing the most effective ways we can support you and enable you to achieve your priorities as Prime Minister.



## Our support to you: Achieving immediate and intermediate priorities

### Your expert Policy Advisors

Our unique position at the heart of central government allows us to help you keep a firm hold on policy and pull close the matters that you consider to be high priority. From this vantage point, we are able to support you to 'unstick' any issues and monitor and apply pressure as desired, across the system.

The Policy Advisory Group (PAG) links agencies and sectors across the public service to give you a 'helicopter view' of how well the public service is delivering on the Government's priorities.

Drawing on their strong networks and relationships, the PAG are able to support you in your interactions with Ministers, help you identify strategic opportunities and give you expert advice on issues and how to resolve them.

We are responsive to your needs, across a diverse range of areas. Our candid advice will continue to take stock of what is working well, as well as where we see challenges. Our analysis is focused on delivering a succinct, in-depth understanding of the issues, unblocking obstacles to making progress on the Government's agenda, and finding solutions to policy problems. We can be deployed to undertake or coordinate longer term strategic work if you would find that useful.


### Your policy capability builders

Free, frank and full policy advice is the foundation of effective government decision making. It underpins the performance of the economy and the wellbeing of all New Zealanders.

Under the guidance of the Deputy Chief Executive, Policy, we host a project team: The Policy Project. The Policy Project supports Andrew Kibblewhite, as the Head of the Policy Profession (HoPP), in building a high performing policy system that supports and enables good government decision-making.

The Policy Project, which began in 2014, is a collaborative, public sector-wide policy capability building initiative. It does not directly involve itself in substantive policy development (which Public Service chief executives are responsible to Ministers for) – but rather, supports agencies to build the capability to do so.

The Policy Project is co-developed, championed and jointly funded by government agencies with significant policy functions.



As Prime Minister, you will set the tone for how Ministers commission and receive policy advice. We look forward to engaging with you on opportunities to improve the quality and depth of policy advice and to encourage more innovation, and citizen centric approaches to policy design.

## Your specialist advisors and support on constitutional and procedural matters

The Cabinet Office provides secretariat services to Cabinet and Cabinet committee meetings, and constitutional, policy and procedural advice to you, the Governor-General, and Ministers, so that executive government continues to function effectively.

Michael Webster, in his role as Clerk of the Executive Council, is directly responsible to the Governor-General and to you for supporting the Executive Council and providing advice, as necessary, on constitutional matters.

Cabinet Office and Government House will support you to engage with the Governor-General through regular meetings, as your schedules allow. You may also choose to communicate informally, through phone calls, emails and texts. You will also meet the Governor-General from time to time at important ceremonial and State events, such as the swearing-in ceremonies for new Ministers, and the State Opening of Parliament.


## Your role as Chair of Cabinet

As Prime Minister, you determine the title and scope of each ministerial portfolio (including the Leader of the House). The Cabinet Office provides support to you in arriving at these decisions, and arranges the appointment ceremony.

Once Ministers have been appointed, the Cabinet Office ensures that they are well-equipped to carry out their roles and functions, and supports them to identify and put arrangements in place to manage any conflicts of interest.

As the Chair of Cabinet, you lead the meetings, approve the agendas and are the custodian of Cabinet procedure. The Cabinet Office provides expert advice to support you in this role. The Secretary of Cabinet is responsible to you for the impartial recording of Cabinet decisions and for the development and administration of Cabinet processes.

In order to ensure the smooth running of Cabinet decision making, further development and enhancement of the CabNet system (a secure online system for



the processing and distribution of Cabinet material, available across the public service to approximately 2000 users) is planned for the coming year.

The Legislation Coordinator supports the Leader of the House in the resumption of House business for the remainder of 2017, and calls for and compiles the legislative bids that will result in the 2018 Legislation Programme, to be agreed by Cabinet.

The Cabinet Office will support you in promulgating the New Year 2018 Honours List and managing the Queen's Birthday 2018 Honours List round.

The 2017-18 Government House work programme will continue to deliver engagements for the Governor-General within New Zealand, and a programme of international travel supporting the Government's foreign policy, and including appropriate commemorative events.

## Your experts on national security, cyber security, and civil defence emergency management


One of the most important responsibilities of any government is to ensure the security and territorial integrity of the nation, including protecting the institutions that sustain confidence, good governance, and prosperity. As such, National Security is a portfolio traditionally held by the Prime Minister.

We support you, as the lead Minister for National Security, and Chair of the Cabinet Committee focused on national security, to drive strategic and collaborative Ministerial governance. With other agencies, we have been developing a more robust and proactive approach to national security risks that will enable a more systematic focus on building New Zealand's resilience.

Previous Prime Ministers have found it useful to receive a weekly classified briefing on security matters relevant to New Zealand. We will discuss with you whether this format works for your requirements.

We lead the National Security System through the Officials' Committee for Domestic and External Security Coordination (ODESC). This ensures effective governance and coordinated crisis response. Chief executives meet regularly in the following governance boards:

- **Security and Intelligence Board (SIB)** – focuses on external threats and intelligence issues; and
- **Hazard Risk Board (HRB)** – focuses on the management of hazard risks and response to, or recovery from, emergencies.



During an actual or emerging crisis situation, the chair of ODESC (the Chief Executive of DPMC) will assemble relevant Chief Executives to provide strategic direction and coordinate the all-of-Government response. While the primary responsibility for a crisis response rests with a nominated lead agency, ODESC activates in support when one or more of the following apply:

- increasing risk, or a disaster or crisis, affects New Zealand's interests;
- active, or close coordination, or extensive resources are required;
- the crisis might involve risk to New Zealand's international reputation;
- an issue is of large scale, high intensity or great complexity;
- multiple smaller, simultaneous, events require coordination; and
- an emerging issue might meet the above criteria in the future, and would benefit from proactive management.

The National Security System activates at different levels commensurate with the situation. Our Chief Executive will report to you in his role as Chair of ODESC.

Civil Defence Emergency Management (CDEM) has a particular role in leading the civil defence emergency management system. This includes providing policy advice to government and senior officials about reducing risk, being ready for, responding to, and recovering from emergencies. This work is largely within the mandate of the Minister of Civil Defence.

The most important current issues in the CDEM space will be responding to the Government's recommendations from the Technical Advisory Group (current Ministerial Review: Better Responses to Natural Disasters and Other Emergencies in New Zealand).


A series of medium scale emergencies that occurred over the end of 2016 and beginning of 2017 caused the previous Government to reflect on whether the current operational and legislative settings for responding to natural disasters and other emergencies are fit for purpose. There were concerns about the division of roles and responsibilities in an emergency, particularly when different events are managed by different agencies.<sup>1</sup>

A Ministerial Review, including a Technical Advisory Group (TAG) to report on better responses to natural and other emergencies in New Zealand, was established earlier this year. The TAG delivered an interim report to the Minister of Civil

---

<sup>1</sup> August 2016 Hawkes Bay gastroenteritis outbreak (lead agency Health); 2 September 2016 East Cape earthquake and tsunami (lead agency Civil Defence Emergency Management); 14 November 2016 Kaikoura earthquake and tsunami (lead agency Civil Defence Emergency Management); and 13 February 2017 Port Hills fire (lead agency Selwyn Rural Fire Authority).





Defence on 29 August 2017. While any Ministerial decisions would likely impact most directly on MCDEM, any changes could have broader implications for other roles DPMC plays in the national security system.

In your role as Minister for National Security and Intelligence, you will be briefed in the course of any large-scale emergency responses or breaking news such as a large earthquake. The Director CDEM will ensure you, your office, and the Minister of Civil Defence are kept up to date and informed in times of emergency. MCDEM is, of course, available to brief you in the meantime at your request.

We also support the Minister with responsibility for Communications to strategically address New Zealand's cyber security, and we are exploring a review of the Cyber Security Strategy Action Plan and development of a holistic package for Ministers/Cabinet to consider. You will be kept up to date with developments in this portfolio area in your role as Minister for National Security and Intelligence.


## Giving you specialist oversight of the Crown's interests in the regeneration of Greater Christchurch

The Greater Christchurch Regeneration Portfolio is responsible for oversight of the Crown's interests in the regeneration of Greater Christchurch. Arrangements with varying degrees of local and central government partnership and collaboration are currently in place to lead regeneration. The role of central government has moved from leading and coordinating the overall recovery to one of supporting local institutions to get back into the "driving seat".

The Greater Christchurch Group (GCG), the Crown's lead agency for regeneration, sits within DPMC and has been responsible to the Minister supporting Greater Christchurch Regeneration. The GCG is based in both Christchurch and Wellington. Its most important task is to support the transition of leadership in greater Christchurch from central government to local institutions.

The GCG focuses its attention on providing strategic leadership and co-ordination across the range of agencies involved in regeneration (including MBIE, LINZ and the Ministry of Health/Canterbury District Health Board, Christchurch City Council, Waimakariri District Council, Selwyn District Council, Te Rūnanga o Ngāi Tahu, Environment Canterbury, Regenerate Christchurch and Ōtākaro Limited), with a strong focus on overseeing the delivery of central government's priorities. It also advises Ministers on a broad range of recovery and regeneration issues, as well as the performance of entities responsible for delivering regeneration functions.

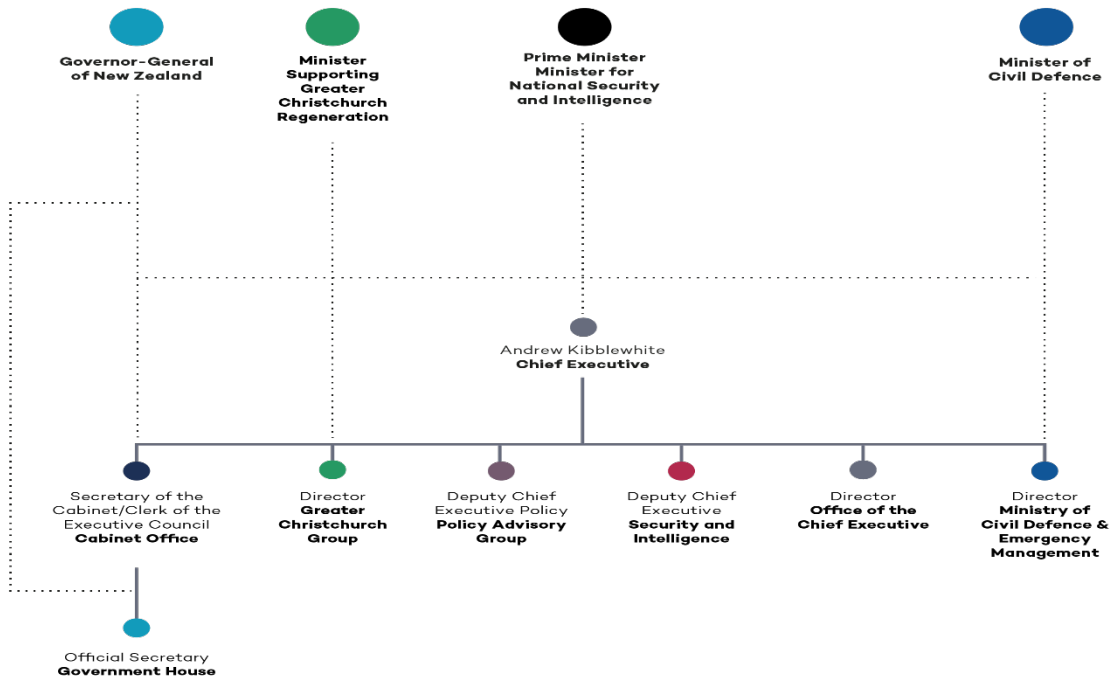
While the transition to local leadership continues, central government still has an active presence in greater Christchurch. There are several strategic considerations



and levers available to you, such as our role in leading negotiations on remaining aspects of the Cost Sharing Agreement between the Crown and the Christchurch City Council. DPMC is leading work, alongside the Treasury, to reach agreement between the Crown and the Council on a range of matters to expedite the Crown's exit from Christchurch and allow the Crown to have a normalised relationship with the Council as a territorial local authority.

Further to this, early issues for Ministerial attention in this portfolio will include implementing the Crown's offer of support to reinstate the Christ Church Cathedral, and considering future institutional arrangements that reinforce and strengthen local leadership before the Greater Christchurch Regeneration Act 2016 is repealed on 30 June 2021. Over the coming year, Ministerial decisions will be required on the ongoing ownership of the remaining 5,444 Crown-owned residential red zone properties in the Ōtākaro / Avon River Corridor. Regenerate Christchurch is expected to complete planning for the future use of this area in late 2018.

# Our Organisational Structure



# Attachment A: Our people

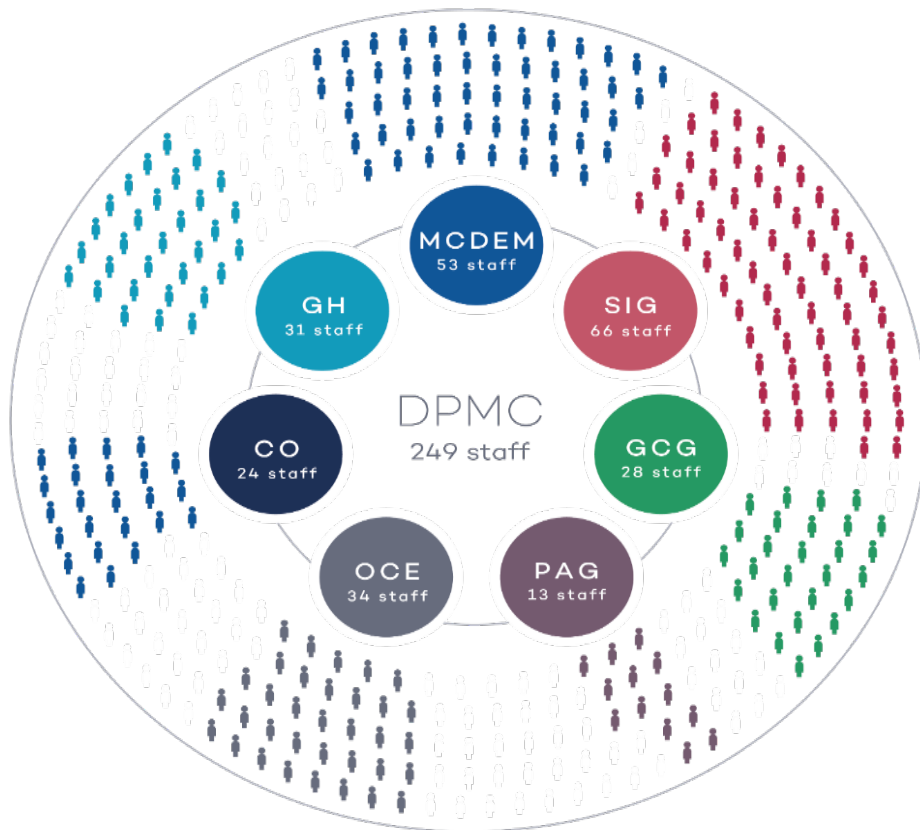
## Our Executive leadership team



**OUR EXECUTIVE LEADERSHIP TEAM**

	<b>DPMC</b> Chief Executive Andrew Kibblewhite
	<b>DPMC</b> Director, Office of the Chief Executive Anne Shaw
	<b>MCDEM</b> Director, Ministry of Civil Defence & Emergency Management Sarah (Norm) Stuart-Black
	<b>SIG</b> Deputy Chief Executive, Security and Intelligence Howard Broad
	<b>GCG</b> Director, Greater Christchurch Group Kelvan Smith
	<b>PAG</b> Deputy Chief Executive, Policy Anneliese Parkin
	<b>CABINET OFFICE</b> Secretary of the Cabinet/ Clerk of the Executive Council Michael Webster

## Our Business Groups



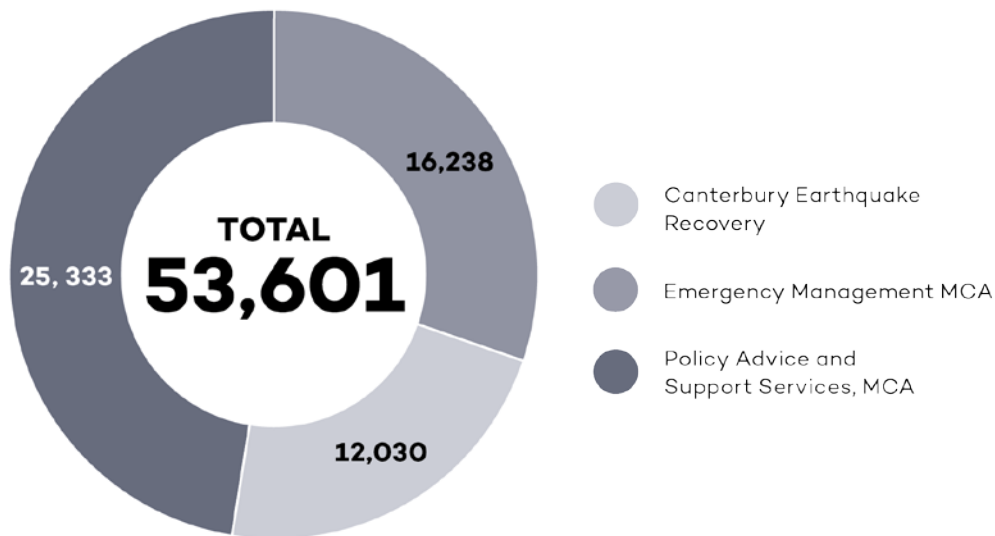
N.B. Staff numbers are as at 30 June 2017 – they do not include secondees.

# Attachment B: How we are funded

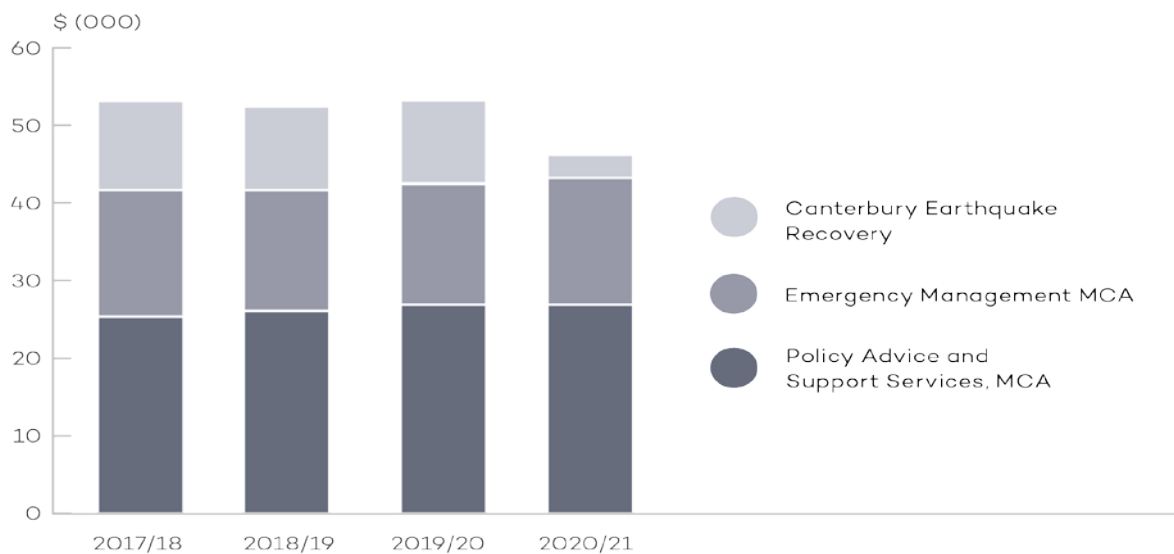
We take a whole-of-department approach, moving funding across work programmes as priorities change, and actively managing personnel costs.


We are funded through one Vote – Vote Prime Minister and Cabinet. Departmental appropriations for 2017-18 total \$53.601 million and Non-Departmental appropriations for 2017-18 total \$18.241 million.

Departmental activity is funded through a Departmental Output Expense appropriation and through two multi-category expense appropriations (MCA):



The Canterbury Earthquake Recovery appropriation reduces in future years as our responsibilities related to the earthquake recovery wind down are transferred to local agencies. The two other departmental appropriations remain relatively stable in coming years.





Looking forward, we need to continue to actively manage pressures and any unplanned activity that is directed to us to manage. This includes:

- Continued demands on the Ministry of Civil Defence and Emergency Management (MCDEM) to ensure processes and systems best support emergency preparedness, response and recovery. The current Ministerial Review: Better Responses to Natural Disasters and Other Emergencies in New Zealand may recommend changes that impact on MCDEM's structure, legislation or processes (as well as the NSS); and,
- Some greater Christchurch-related functions continuing longer than anticipated. While, overall, activity in our Greater Christchurch Group looks likely to transition to local agencies earlier than anticipated when the Canterbury Earthquake Recovery Authority was disestablished, there are also some functions that will continue longer than anticipated. We will continue to ensure that on-going functions within this group are not adversely impacted by the need to support these areas of extended or unanticipated activity.

We also have in place some arrangements for "club-funding" of work programmes, with the most notable being the Policy Project where eight other Government Agencies will contribute to the 2017-18 cost of this function.

We support a range of non-departmental (Crown) appropriations. Crown expenditure administered through these appropriations includes:

- supporting preparedness for, response to, and recovery from, emergencies such as earthquakes, tsunamis, and floods where Crown has obligations to support response and recovery;
- Governor General - remuneration, programme of activity, travel outside New Zealand;
- Government House maintenance and capital investment;
- support to Auckland University for Sir Peter Gluckman's (Science Advisory Committee) specialised research programme;
- fees for the Commissioner of Security Warrants; and
- multi-year appropriation for the Crown's contribution to Regenerate Christchurch, an entity formed in 50/50 partnership with Christchurch City Council.