



Briefing to the Incoming Prime Minister

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| Date | 2/11/2020 |
| Priority | Routine |
| Security classification | In Confidence |

Your roles and responsibilities

As **Prime Minister** you are also the Responsible Minister for DPMC, the head of executive government, the Chair of Cabinet, and the principal advisor to the Sovereign and the Sovereign's representative.

As **Responsible Minister for DPMC**, you have ministerial responsibility for the department. This means you are accountable to Parliament for DPMC's overall performance. You are also the appropriation Minister for Vote Prime Minister and Cabinet. In undertaking these roles, we will engage with you on budget preparation and setting our strategic direction, as well as in meeting other Public Finance Act 1989 reporting and accountability requirements.

DPMC also provides support for you in your roles as **Minister for National Security and Intelligence** and **Minister for Child Poverty Reduction**.

While high level information related to each of these roles is included in this briefing, more detailed information outlining your responsibilities, immediate decisions and future options for the portfolios of National Security and Intelligence and Child Poverty Reduction are set out in the respective portfolio-specific BIMs.

Our support for you

This section outlines the support we will provide you in your role as Prime Minister. It is based on our three core and enduring roles.

1. Supporting informed decision making

We will provide you with intelligence, advice, support and brokerage on business of the day, help you to shape and prosecute the Government's agenda, and progress emerging high-priority issues as required.

Coordinating public service agencies

One of the most important things in implementing your programme is ensuring that the public service understands your priorities and how you want them delivered, and is agile, collaborative and innovative in its approach. As one of the three central agencies (along with the Treasury and Te Kawa Mataaho Public Service Commission), we provide strategic advice, taking a whole-of-government view to help the Government shape its agenda and ensure the public service is aligned with and gets traction on the Government's programme.

Providing expert policy advice

DPMC's 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 monitor progress for you and support you to 'unstick' any issues across the system.

The Policy Advisory Group (PAG) links with agencies and sectors across the public service to give you comprehensive policy advice and a 'helicopter view' of how the public service is delivering on the Government's priorities. The PAG advisors will support you in your interactions with Ministers, help you identify and progress strategic opportunities, and give you expert advice on issues and how to resolve them.

A Strategy Unit has recently been established in DPMC. It will engage directly with you to provide analysis and advice on medium to long-term strategic options.

Building policy capability across the public sector

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

We host the Policy Project which supports the Chief Executive of DPMC (as the Head of the Policy Profession) in building a high performing policy system that supports and enables good government decision making. The Policy Project, which began in 2014, is co-developed, championed and jointly funded by agencies with policy functions. It does not directly involve itself in substantive policy development (which Public Service chief executives are responsible to Ministers for), instead it supports agencies to build the capability to do so.

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 innovative and citizen-centric approaches to policy design.

Reviewing the health and disability system

The Health and Disability System Review | Hauora Manaaki ki Aotearoa Whānui forwarded its final report to Ministers in June 2020. The then-Cabinet accepted the comprehensive analysis of the health and disability system, agreed that fundamental changes are required and agreed the high level direction of travel outlined in the Review. Cabinet approved the establishment of a Ministers' group to oversee the Government's response to the Review, a Ministerial Advisory Committee to advise the Ministers' group and a Transition Unit (located in DPMC) to lead the response work.

DPMC has set up the Transition Unit to lead the initial response, which will take about six months to develop. The response will include engagement with the health sector, reports to Cabinet on the policy response, and development of an implementation plan. The future function and form of the Transition Unit will be determined as part of the policy response and implementation planning.

Supporting the child poverty reduction portfolio

A wide range of government policies and actions impact on children and young people, and the whānau and communities in which they live.

The Child Wellbeing and Poverty Reduction Group sits within DPMC and is responsible for providing evidence-based advice, working with other agencies to support achievement of the child poverty targets and reducing child poverty, and engaging with government and non-government organisations.

Supporting the regeneration of greater Christchurch

Over the last four years DPMC, through the Greater Christchurch Group, has been central government's lead agency in support of the Greater Christchurch Regeneration portfolio. Given the significant progress made on regeneration since 2016 the Crown is stepping back from its extraordinary role in Christchurch, returning to a more normalised relationship between the Crown and local authorities in greater Christchurch.

As a result, the Greater Christchurch Group in DPMC is on track to wind down during 2020/21 with responsibility for any remaining work being transferred to other existing government agencies or retained within the wider Department. You hold responsibility for the Public Finance Act requirements for the performance of the Greater Christchurch Group within DPMC as it is funded through Vote Prime Minister and Cabinet.

2. Supporting well-conducted government

We will support you to exercise your constitutional roles, and provide services and advice to ensure the effective functioning of executive government continues.

Providing advice and support on constitutional and procedural matters

The Cabinet Office within DPMC provides secretariat services to Cabinet and Cabinet committee meetings, and constitutional, policy and procedural advice to you, the Governor-General and Ministers.

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

Supporting you in your role as Chair of Cabinet

As the head of executive government, you determine the title and scope of each ministerial portfolio (including the Leader of the House), and determine portfolio allocations and ministerial rankings. 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 the Cabinet is responsible to you as the Chair of Cabinet for the impartial recording of Cabinet decisions and for the development and administration of Cabinet processes.

The Legislation Coordinator supports the Leader of the House in the resumption of House business for the remainder of 2020 and calls for and compiles the legislative bids that will result in the 2021 Legislation Programme, to be agreed by Cabinet.

The Cabinet Office will support you in promulgating the New Year 2021 Honours List and managing the Queen's Birthday 2021 Honours List round.

Supporting your engagements with the Governor-General

Government House, a group within DPMC, supports the Governor-General to carry out the functions of the office. The Governor-General undertakes roles in four areas of activity: constitutional, ceremonial, international and community leadership. We provide support including planning and organising all official engagements and functions, and ensuring that the Governor-General is well supported in all settings.

The current Governor-General, Dame Patsy Reddy, has a strategy based on four priorities: creativity, innovation, leadership and diversity. The Governor-General's 2020/21 work programme will continue to include constitutional, ceremonial and community engagements within Aotearoa New Zealand, in a reduced manner where necessary to uphold COVID-19

restrictions. The Governor-General's programme of overseas visits in support of the Government's foreign policy has been suspended while the restrictions on international travel remain in place.

Cabinet Office and Government House will support you to engage with the Governor-General through formal 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.

3. Leading an effective, strategically focused National Security System

We will support you to drive strategic and collaborative Ministerial governance of national security issues. We will also support you in international engagements and in responding to nationally significant crisis situations, as required.

Providing stewardship and leadership of the National Security System

A key responsibility 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 Prime Minister, you have several roles and responsibilities under legislation which may need to be exercised within this term of government – including through the Intelligence and Security Act 2017 (administered by DPMC), the Terrorism Suppression Act 2002 (administered by the Ministry of Justice) and the International Terrorism (Emergency Powers) Act 1987 (administered by DPMC). The Chief Executive of DPMC will support you to undertake these roles, as the overall lead official for national security at the officials' level and as Chair of the Officials' Committee for Domestic and External Security Coordination (ODESC).

Through the National Security Group (NSG), DPMC provides leadership across New Zealand's national security community. NSG has a statutory role in relation to the intelligence community, conferred on the Chief Executive DPMC by the Intelligence and Security Act. This role includes the provision of intelligence assessments to Ministers and departments, advice to Ministers on the setting of priorities for intelligence collection and analysis, and advice to departments on best practice for intelligence assessments.

Cyber security work has previously been within the mandate of the Broadcasting, Communications and Digital Media portfolio. In regard to cyber risks, the Prime Minister's Special Representative on Cyber and Digital will support you in policy development and sector coordination to address digital challenges both here and overseas. To date, the Special Representative's work has particularly focused on delivery of the Christchurch Call, establishment of onshore cloud computing capabilities, and work with industry, civil society and partners on a range of other digital issues. The Special Representative will engage with you to discuss possible priority areas for a programme of work on cyber and digital issues in line with your priorities.

Supporting you in national security crisis and emergency situations

The National Security System is activated if a situation of national security impact is sufficiently complex, significant or imminent such that the attention of the broader system is deemed necessary to tackle it in support of the lead line agency.

During a crisis response, the National Security System will focus on strategic matters and guide agencies' involvement to ensure resources are directed to where they are most needed. In many events, NSG will have been providing you advice in the lead-up to the incident, and government agencies will have started to coordinate their actions and provide advice to Ministers.

Regardless of the nature of the event, the system will support you by providing coordinated information and advice. We ensure that the government's operational response is well-coordinated, while recognising that situations are fluid and can change rapidly. We will support your communication needs, arrange for your and other Ministerial visits as appropriate, drive the response forward on your behalf, and make sure that options for recovery are put to Ministers as soon as feasible.

The National Security System activates at different levels commensurate with the situation. As Chair of ODESC, the Chief Executive of DPMC will report to you as required during an activation.

The National Emergency Management Agency (NEMA) was established as a departmental agency hosted by DPMC on 1 December 2019. NEMA is charged with supporting communities to reduce the impact of emergencies across all hazards and risks, and to better respond to, and recover from emergencies when they happen. The Minister for Emergency Management is responsible for NEMA.

Supporting the government's response to COVID-19

The COVID-19 response to date has been led by the Prime Minister.

New Zealand is currently pursuing an elimination strategy. The COVID-19 pandemic will end if population immunity is reached through vaccination or if effective treatments are discovered and can be made widely available. A robust all-of-government response is required to protect the position we have gained.

The COVID-19 Group was established in DPMC on 1 July 2020 to provide assurance of national level oversight and coordinate government agencies' responses to COVID-19. The Group's purpose is to mobilise the collective capacity across government to eliminate COVID-19 while sustaining our economy and social cohesion, and recognising the role of the lead agency (Ministry of Health).

The environment the Group operates in is dynamic and uncertain. This requires them to be agile and able to adjust their operating model. They are currently reviewing and adjusting the Response operating model for the second time since May following advice from reviews, led by Sir Brian Roche (May 2020) and Rebecca Kitteridge (October 2020).

s9(2)(f)(iv)

The Group does not have any direct legislative or statutory responsibilities.

Its key functions are:

- Providing advice to the Government on the COVID-19 strategy and progress made, for example: scenario testing, decision frameworks, advising on major decision points by weighing up trade-offs to provide policy neutral strategic advice.
- Leading the public communications strategy, providing advice on public engagement, and ensuring coordination and consistency of messages from government, for example: the Unite Against COVID campaign, social media, iwi and Pasifika engagement.
- Ensuring expectations and accountabilities for delivery of the strategy are clear across government, for example: developing a risk register and assurance framework, and driving consistent communications across the system.
- Coordinating, and only where necessary leading, the response across government and facilitating the transition to recovery, for example: leading the National Resurgence Plan and testing agencies' readiness through exercises.

Immediate priorities and decisions

This section outlines the immediate priorities and decisions that will be required early in the term, in relation to your role as Prime Minister and Responsible Minister for DPMC.

Sustaining the response to COVID-19

s9(2)(f)(iv) [Redacted]
[Redacted]
[Redacted] In addition, the COVID-19 Group will be preparing a Cabinet paper to address funding pressures arising from a need for greater public information and to address staffing stability and churn.

Setting longer term strategic priorities

To ensure work in the DPMC Strategy Unit is focused on medium to long-term issues, we will engage with you to discuss your term priorities.

Delivering on the Health and Disability System Review | Hauora Manaaki ki Aotearoa Whānui

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

ATTACHMENT A:

Department of the Prime Minister and Cabinet

About us

What we do

DPMC's purpose is to advance an ambitious, resilient and well-governed New Zealand, and we do this in a wide variety of ways. We lead, advise, steward and deliver activities across the public sector, and provide specific advice and support to the Governor-General, Prime Minister and our portfolio Ministers. As one of the three central agencies, we also play a role in leading and coordinating public service agencies.

We have three core and enduring roles which help us deliver on our purpose:

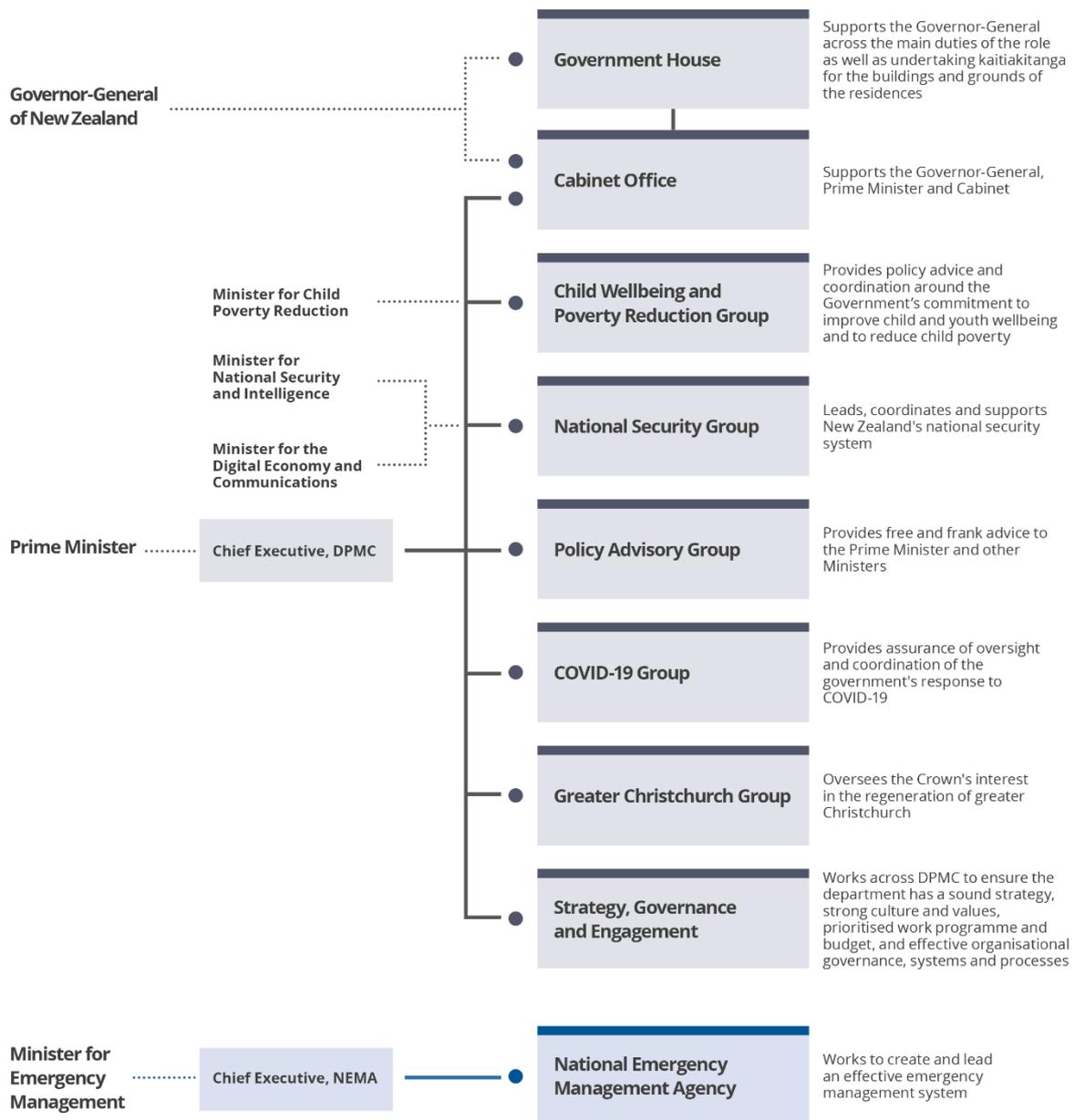
- supporting informed decision making;
- supporting well-conducted government; and
- leading an effective, strategically focused National Security System.

These roles support us in progressing our three long-term outcomes, set in our *Strategic Intentions 2020/21 to 2023/24*:

- Outcome 1: The Government is enabled to deliver its priorities;
- Outcome 2: Aotearoa New Zealand's institutions of executive government are trusted, effective and enhance our nation's reputation; and
- Outcome 3: People living in Aotearoa New Zealand are, and feel, resilient safe and secure.

Ultimately, our work is about making sure we are working together effectively across the public sector to deliver on the Government's priorities and provide the services and outcomes New Zealanders need.

DPMC is uniquely placed within the public service, in terms of our whole-of-government perspective and our inherent closeness to Ministers. This means that our work is diverse by design and supports several Ministerial portfolios, as illustrated on page 12.

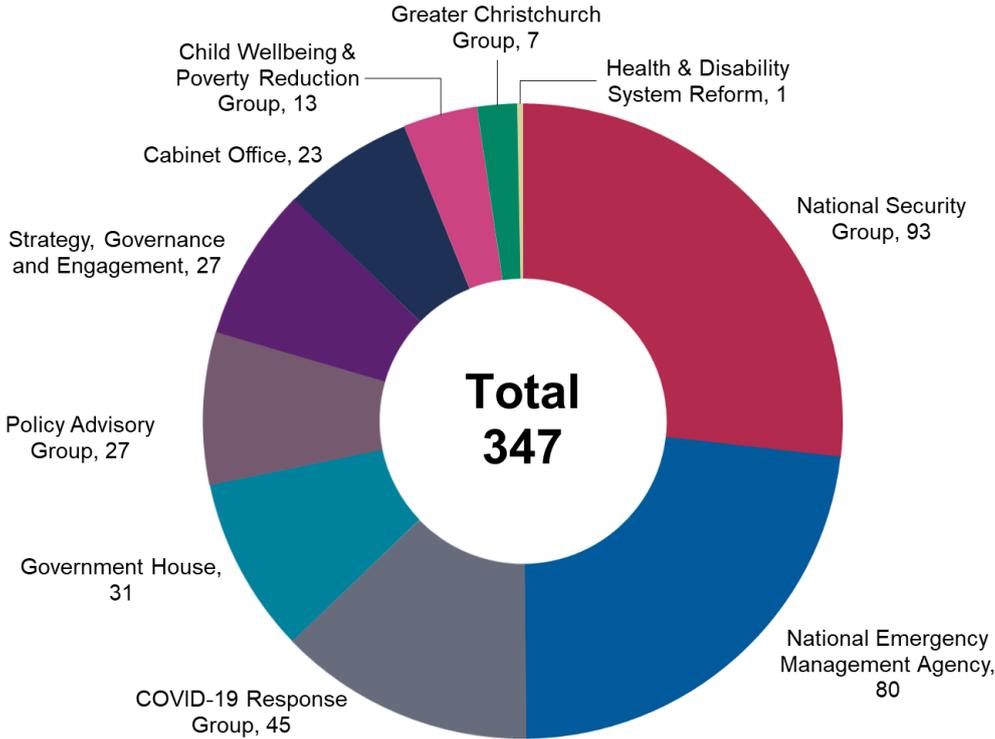


Who we are

Our people

DPMC has over 300 staff in Auckland, Wellington and Christchurch. We have eight business groups and host one departmental agency, the National Emergency Management Agency.

Our staff numbers, by group, at 16 October 2020 are set out below. These numbers include permanent and fixed-term staff, as well as secondees-in.



Our Executive Leadership Team



DPMC
Chief Executive
Brook Barrington



Policy Advisory Group
Deputy Chief Executive
Anneliese Parkin



National Security Group
Deputy Chief Executive
Tony Lynch

COVID-19 Group
Deputy Chief Executive
Cheryl Barnes



Cabinet Office
Secretary of the Cabinet
and Clerk of the Executive
Council
Michael Webster



**Strategy, Governance
and Engagement**
Executive Director
**Child Wellbeing and
Poverty Reduction Group**
Executive Director
**Greater Christchurch
Group**
Executive Director
Clare Ward

National Emergency Management Agency key contacts



**National Emergency
Management Agency**
Interim Chief Executive
Carolyn Schwalger



**National Emergency
Management Agency**
Deputy Chief Executive and
Director Civil Defence
Emergency Management
Sarah Stuart-Black

How we are funded

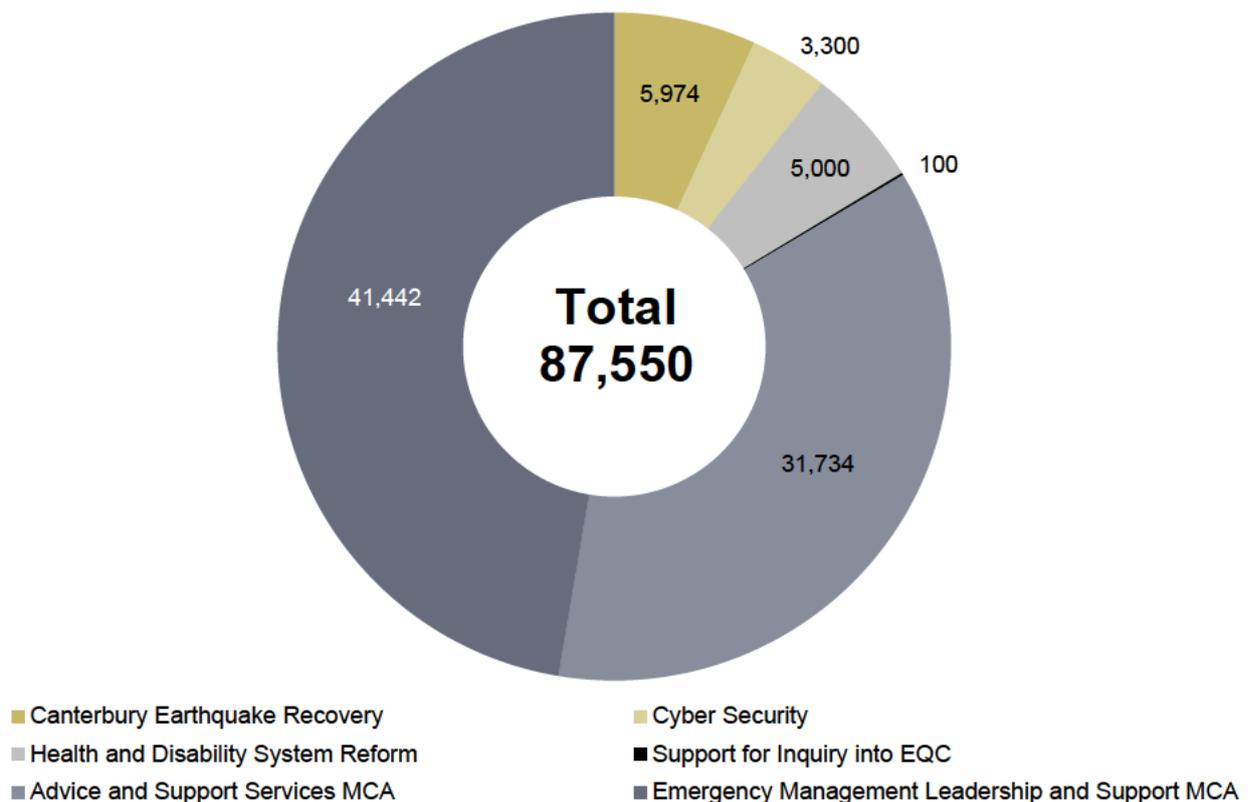
We are funded through and administer one Vote (Vote Prime Minister and Cabinet). As Prime Minister, you are the Responsible Minister for the Vote. We take a whole-of-department approach to financial management, moving funding across work programmes as priorities change. As a departmental agency hosted by DPMC, NEMA is also funded from this Vote.

In 2020/21, Vote Prime Minister and Cabinet is made up of departmental, non-departmental and multi-category¹ appropriations (MCAs) and includes:

- \$87.550 million for departmental expenditure (including both departmental appropriations and categories within multi-category appropriations); and
- \$28.385 for non-departmental expenditure (including both non-departmental appropriations and categories within multi-category appropriations).

Departmental funding

Departmental activity is funded through six appropriations, as outlined below:



¹ MCAs consist of two or more categories of output expenses (which can be departmental or non-departmental), other expenses (which can be departmental or non-departmental) and capital expenditure (which can only be non-departmental).

Non-departmental funding

We also support a range of other non-departmental (Crown) appropriations. Crown expenditure administered through these appropriations covers areas such as:

- remuneration for the Governor-General, funding for the vice-regal programme of activity and travel outside of New Zealand;
- reimbursement to local authorities for the support they provide to people with needs due to COVID-19 (where these needs could not be met by other forms of support), and to support non-government and community-based organisations such as foodbanks who provide household goods and supplies; and
- establishment costs and the development of strategies and planning activities, with communities, stakeholders and decision-makers, for the regeneration of areas in Christchurch.

Other funding arrangements

We also have in place some arrangements for “club-funding” of work programmes, by other agencies, with the most notable being the Policy Project. Other examples include the National Security Workforce unit, which leads a whole-of-sector approach to building a dynamic and resilient career in national security, and support for the NEMA’s leadership of the Coordinated Incident Management System, which is New Zealand’s official framework to achieve effective and coordinated incident management across agencies responding to an emergency.

Future pressures

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

- **Supporting the all-of-government response to COVID-19**

The COVID-19 Response Group was established in DPMC with an assumed period of operation through to approximately December 2021. However, management of the COVID-19 pandemic is subject to change depending on the status of COVID-19 infections in the community and the nature of leadership required under different alert levels. The funding requirements for this unit change as alert levels require greater leadership input or increased public communications, or if the response requires centralised leadership for a longer period.

The emergence of new COVID-19 cases in July 2020 and the subsequent lift in alert levels resulted in increased public information costs and increased resourcing in the Response Group. These increased costs have been managed so far from existing budget (including a carry forward of funding from 2019/20) but further funding may be required to ensure the ongoing operating needs of this group can be supported.

- **Supporting the establishment of the National Emergency Management Agency**

NEMA was established in December 2019 and is still transitioning to a new operating structure and new ways of working. Achievement of the overall optimal operating structure and functions as envisaged by the then-Cabinet will require further funding. In the

meantime, NEMA is implementing changes that can be managed from within current funding levels.

- **Managing the reduction in Canterbury Earthquake Recovery funding**

In the 2015/16 financial year the Canterbury Earthquake Recovery Authority (CERA) was disestablished. Baseline funding was transferred from the CERA appropriations to the agencies that inherited functions from CERA. For DPMC, this funding was for the purpose of the activities of the Greater Christchurch Group and to enhance the capability and capacity of DPMC’s corporate functions.

While the Greater Christchurch Group is winding down and is expected to be disestablished in January 2021, the corporate functions will continue. The Canterbury Earthquake Recovery appropriation reduces from \$5.974 million in 2020/21 to \$2.974 million in 2021/22 and subsequent years (see graph below). Managing functions within this reduced activity has been a challenge. s9(2)(f)(iv)

s9(2)(f)(iv) DPMC will continue to manage pressure on corporate budget capacity through appropriate prioritisation of work programmes and internal budget allocation.

