



**DEPARTMENT OF THE
PRIME MINISTER AND CABINET**

TE TARI O TE PIRIMIA ME TE KOMITI MATUA

Briefing to the Incoming Prime Minister

25 January 2023



Kia ora

Congratulations, and welcome to your new role as Prime Minister.

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

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 stewarding and coordinating the national security system.

As **Responsible Minister for DPMC**, you are responsible for Vote Prime Minister and Cabinet, and accountable to Parliament for the department's overall performance. In undertaking this role, 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.

In addition, the National Emergency Management Agency (NEMA) is a departmental agency hosted by DPMC. NEMA is funded from Vote Prime Minister and Cabinet for which you have overall accountability but has its own responsible Minister, the Minister for Emergency Management.

DPMC administers the Vote and all of its appropriations, some of which you hold responsibility for, and also supports a range of portfolios for you and your Ministerial colleagues through its various business units. More information about the portfolios we support for you and your colleagues is described in more detail in this briefing.

While high-level information related to the department and your DPMC ministerial portfolios can be found in this briefing, more detailed information will be provided via a series of follow-up briefings and portfolio-specific Briefings to Incoming Ministers (BIMs).

There will be opportunities over the coming weeks to engage with the Chief Executive of DPMC, members of the Executive Leadership Team, and your DPMC portfolio officials. We look forward to working with you to advance an ambitious, resilient and well-governed New Zealand.

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:

- Supporting informed decision making
- Supporting well conducted government
- Leading an effective, strategically focused National Security System

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 in doing so, 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), DPMC provides you with strategic advice 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 can 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 progressing 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.

PAG also hosts two multi-disciplinary units. The **Strategy Unit** provides you with analysis and advice on medium to long-term strategic options. The **Christchurch Call Unit** supports you to advance initiatives and priorities under the Christchurch Call. The Call is an action plan comprising twenty-four voluntary commitments agreed by governments and tech companies to eliminate terrorist and violent extremist content online. This unit is currently funded until June 2023 s9(2)(f)(iv) .

Building policy capability across the public sector

PAG also hosts 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 but rather supports agencies to build their 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.

Supporting the child poverty reduction portfolio (including the Child and Youth Wellbeing Strategy)

Reducing child poverty and improving child wellbeing are Government priorities that require a cross-agency, cross-sector approach. Through its Child Wellbeing and Poverty Reduction Group (CWPRG), DPMC is responsible for providing leadership and stewardship to this system through 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 to develop a sense of joint ownership and harness collective action.

Until June last year, DPMC had two business units leading this work, the Child Poverty Unit and the Child Wellbeing Unit. The latter was funded by both Oranga Tamariki and DPMC under a year-to-year arrangement. Since July 2022 both teams have been brought into one group (the CWPRG) which is funded from a permanent appropriation for this work in Vote Prime Minister and Cabinet. This change was to support greater integration across the child wellbeing and poverty workstreams, reduce duplication, and provide greater flexibility in the use of resources within the group. The CWPRG reports to the **Minister for Child Poverty Reduction** and its funding sits within your Advice and Support Multi-Category Appropriation.

Supporting the implementation of a small number of the Government's critical initiatives

The Implementation Unit (IU) was established in June 2021 and supports the Government to implement its key priorities by assisting the agencies responsible for implementation. The IU currently reports to the **Deputy Prime Minister** and its funding sits within your Advice and Support Multi-Category Appropriation.

The IU works closely with agencies (including Treasury's Performance Reporting team) to ensure the selected priority projects are on track to deliver the intended benefits within the proposed timeframes. If required, the IU will work with the responsible Minister and agency to identify what needs to be done to bring the project back on track, and follow up to ensure that identified actions are taken.

Since July 2021, the IU has completed reports spanning a range of key priorities including housing, mental health, climate change, environment and primary sector, immigration, census, infrastructure and transport.

The IU was established for a period of two years until 30 June 2023. A review of the IU is currently underway by external reviewers to identify improvements and the future role of the unit. The reviewers are due to report by February 2023 s9(2)(f)(iv)

Supporting the government's response to COVID-19

The COVID-19 Group was established on 1 July 2020 and played an important role in ensuring a coordinated all-of-government response to COVID-19. The COVID-19 Group currently reports to the **Minister for COVID-19 Response** who is also responsible for the COVID-19 All-of-Government response appropriation.

With the evolution of the response to the pandemic over the last three years, the functions that were housed in the COVID-19 Group have been gradually transitioned to responsible agencies, namely Te Whatu Ora (Health New Zealand) and Manatū Hauora (the Ministry of Health). The core function of the Group remaining at DPMC is COVID-19 Strategy and Policy coordination. This function will transition to Manatū Hauora by the end of March 2023 after which, a small team will remain to wind up the Group. Until this transition, DPMC will continue to provide all-of-government advice to Ministers on COVID-19 settings, following public health reviews.

DPMC is also in the process of establishing a small team to respond to the *“Royal Commission into lessons learned from Aotearoa New Zealand's response to COVID-19 that should be applied in preparation for any future pandemic”*. This team will facilitate and support DPMC's input into the Royal Commission, working with the Department of Internal Affairs and other agencies as required. The team will also provide an all-of-government coordination function for the duration of the Royal Commission. This input will include collating Cabinet papers and minutes, material that relates to COVID-19 Independent Advisory Groups, as well as work that DPMC's COVID-19 Group led in bringing together input from many agencies such as Alert Level Cabinet briefings

Health and Disability System Reform

The Health Transition Unit within DPMC that led work on the reform of the health and disability system was disestablished on 30 September 2022 on completion of its work. The Minister of Health remains responsible for the portfolio and appropriation (which sits within Vote Prime Minister and Cabinet), which has largely been transferred to relevant health agencies and will cease on 30 June 2023.

Supporting the regeneration of greater Christchurch

Until January 2021, DPMC was central government's lead agency in support of the Greater Christchurch Regeneration portfolio. Given the significant progress made at that date, the Crown stepped back from the centralised role it was playing in the regeneration, returning to a more normalised relationship between the Crown and local authorities in greater Christchurch.

As part of the wind-down, most residual functions were transferred from DPMC to Land Information New Zealand and The Treasury. DPMC retained responsibility for functions related to reinstatement of the cathedral. DPMC currently reports to the **Associate Minister of Finance** in relation to this work who holds a delegation from the Minister of Finance. This function is funded from your Advice and Support Multi-Category Appropriation.

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.

As Prime Minister, you also determine the structure, terms of reference, and membership of Cabinet committees.

The Legislation Coordinator supports the Leader of the House and the LEG committee in the arrangement and oversight of House business for the remainder of the Parliamentary term. The Legislation Coordinator also calls for and compiles the legislative bids that will result in the 2023 Legislation Programme to be agreed by Cabinet.

The Cabinet Office will support you in managing the King's Birthday 2023 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. DPMC provides 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 Cindy Kiro, has a strategy based on four priorities: Taiao (stewardship of the natural world), Mohio (expertise, knowledge and understanding),

Kotahitanga (celebration of diversity and commonality), and Oranga (wellbeing for all). At the request of the Prime Minister, the Governor-General undertakes a programme of international travel, representing New Zealand in the Head of State role.

Cabinet Office and Government House will support you to engage with the Governor-General through formal meetings, as your schedule allows. 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.

Advising you through a general election

As Prime Minister, you have an important constitutional role in an election year. The Cabinet Office will provide you with advice and support in this role, and ensure that the constitutional aspects of the election process occur smoothly and appropriately.

On 19 January 2023, Rt Hon Jacinda Ardern announced the general election will take place on 14 October 2023. The pre-election period will begin on 14 July 2023. The Cabinet Office will be issuing a Cabinet Office circular shortly as a reminder (particularly to the state sector) of the principles that apply to government decision-making and activity during the pre-election period.

The Secretary of the Cabinet is responsible for managing transitions between administrations and supporting continuity of government. As Clerk of the Executive Council, she also has a constitutional role in advising the Prime Minister, the Governor-General, Ministers, chief executives, and other key stakeholders on a range of constitutional and procedural issues surrounding the election and government formation process.

Reviewing the Cabinet Manual

The Cabinet Manual is the authoritative guide to central government decision-making for Ministers, their offices, and those working within government. It is also part of New Zealand's constitutional arrangements, documenting the executive's view of how it functions and the main conventions that operate within government.

In December 2020 the Cabinet Office began a review of the 2017 Cabinet Manual to ensure the document remains current. Cabinet approval is required to reissue an updated version. In December 2022, Cabinet Ministers received the revised text of the Manual for feedback and consideration. In the coming weeks, Cabinet will be asked to approve the text, subject to any minor amendments, for publication around April 2023.

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.

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 and crisis response at the officials' level and as Chair of the Officials' Committee for Domestic and External Security Coordination (ODESC).

Through its National Security Group (NSG), DPMC provides leadership and strategic coordination across New Zealand's national security community. NSG has a statutory role in relation to the intelligence community which is 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.

The national security system is in a phase of transition to foster a more secure and resilient New Zealand. The response to the *Royal Commission of Inquiry into the terrorist attack on Christchurch masjidain on 15 March 2019* (RCOI), and the wider more challenging strategic environment, has led to a comprehensive programme of change, which will be guided by New Zealand's first National Security Strategy.

DPMC Portfolios within national security

The Prime Minister has traditionally held the portfolio of **Minister for National Security and Intelligence**. NSG is preparing a separate BIM for the National Security and Intelligence portfolio, which will outline these issues in more depth. Funding for this portfolio sits within your Advice and Support Multi-Category Appropriation. You are also responsible for a non-departmental appropriation - Centre of Excellence for Preventing and Countering Violent Extremism.

NSG support the **Lead Coordination Minister for the Response to the Royal Commission's Report into the Terrorist Attack on the Christchurch Mosques**. The group also supports the **Minister for the Digital Economy and Communications** on matters relating to cyber security policy who also has responsibility for the Cyber Security appropriation. The Prime Minister has previously allocated responsibility for cyber security policy to this portfolio. In parallel, the Prime Minister's Special Representative on Cyber and

Digital will support you to advance address online content and digital challenges both here and overseas.

Supporting you in crisis

The ODESC is activated if a potential, emerging, or actual crisis is sufficiently complex, significant or imminent such that the attention of multiple agencies is deemed necessary to tackle it in support of the lead line agency.

During a crisis response, the ODESC 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 ODESC 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.

National Emergency Management Agency (NEMA)

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 and is responsible for a Multi-Category Appropriation and two non-departmental appropriations within Vote Prime Minister and Cabinet, for which you have overall accountability. During an emergency, NEMA's Director of Civil Defence Emergency Management will keep you and the Minister for Emergency Management regularly informed of the situation as it develops.

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.

Preparing for Budget 2023

You will be responsible for all Budget 2023 initiatives for Vote Prime Minister and Cabinet. A range of briefings covering s9(2)(f)(iv)

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Select Committee

DPMC's annual review hearing at the Governance and Administration Committee is scheduled for 15 February 2023. You are not expected to appear at this committee. By convention, the Chief Executive of DPMC will appear on your behalf. The previous Prime Minister reviewed the department's responses to the Committee's questions and these can be made available to your office if you wish to see these.

National Security Machinery of Government

The *Royal Commission of Inquiry into the terrorist attack on Christchurch masjidain on 15 March 2019* made recommendations relating to the machinery of government for the national security sector. We will brief the Minister for National Security and Intelligence on work underway, decisions required, and upcoming reports-back to Cabinet.

Strategic Intentions

DPMC is required to review its strategic intentions by no later than 30 June 2023. Preliminary advice was submitted in January 2023. We will engage with you on this in the near term to ensure outcomes sought reflect our role in the system, our operating environment, and performance to date.

About us

This section tells you a bit more about DPMC, what we do, who we are, and how we are funded.

What we do

DPMC's purpose is to advance an ambitious, resilient and well-governed New Zealand. 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, Cabinet, 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
- 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
- Outcome 3: People living in Aotearoa New Zealand are, and feel, resilient safe and secure.

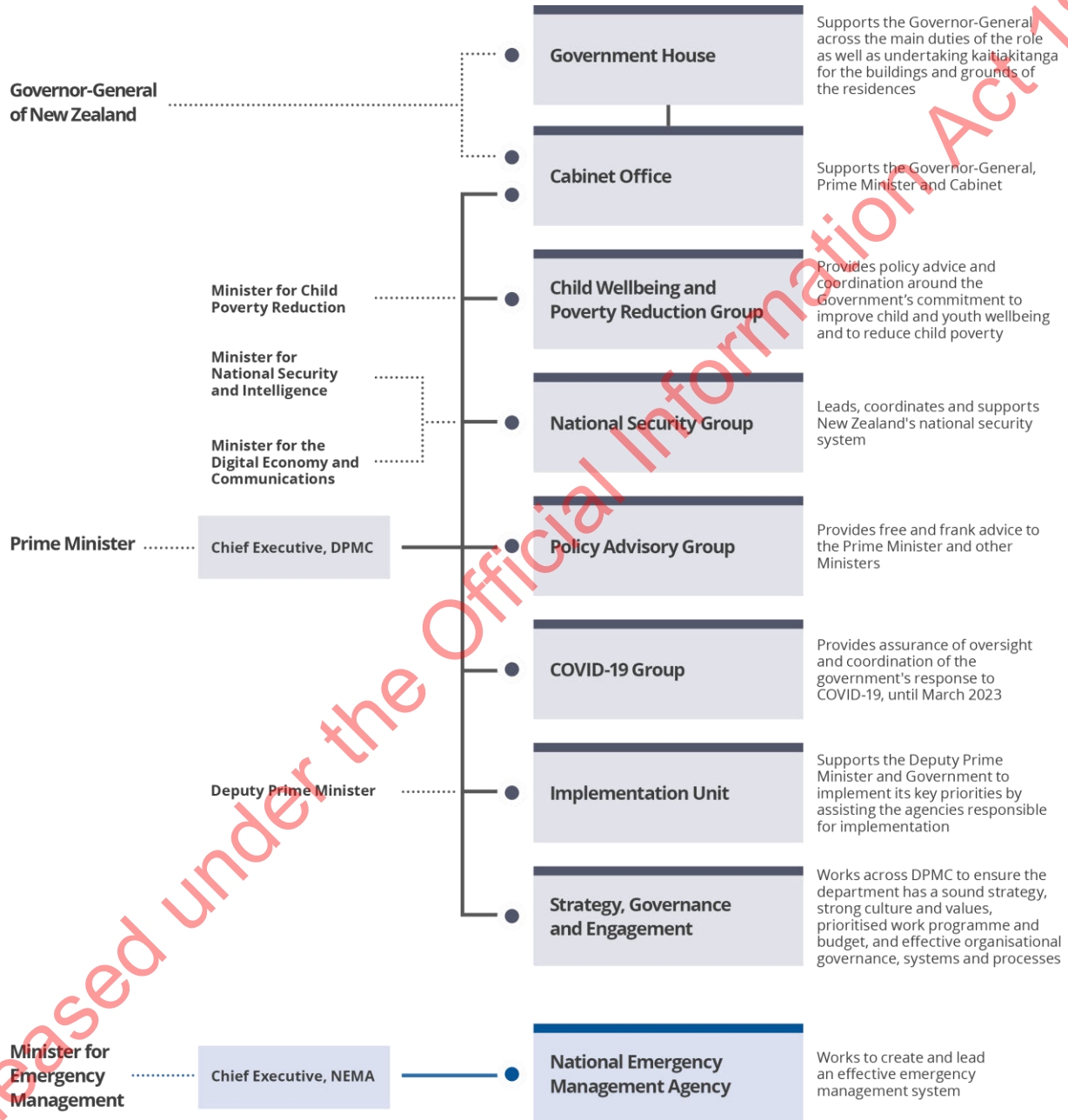
Under the Public Finance Act 1989 (PFA), DPMC must provide its responsible Minister with information on the department's strategic intentions at least every three years. As noted previously, DPMC's strategic intentions are due for review no later than 30 June 2023 (unless an extension is agreed). We will engage with you on this in the near term to ensure the outcomes sought reflect our role in the system, our operating environment, and performance to date.

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 below.

Who we are

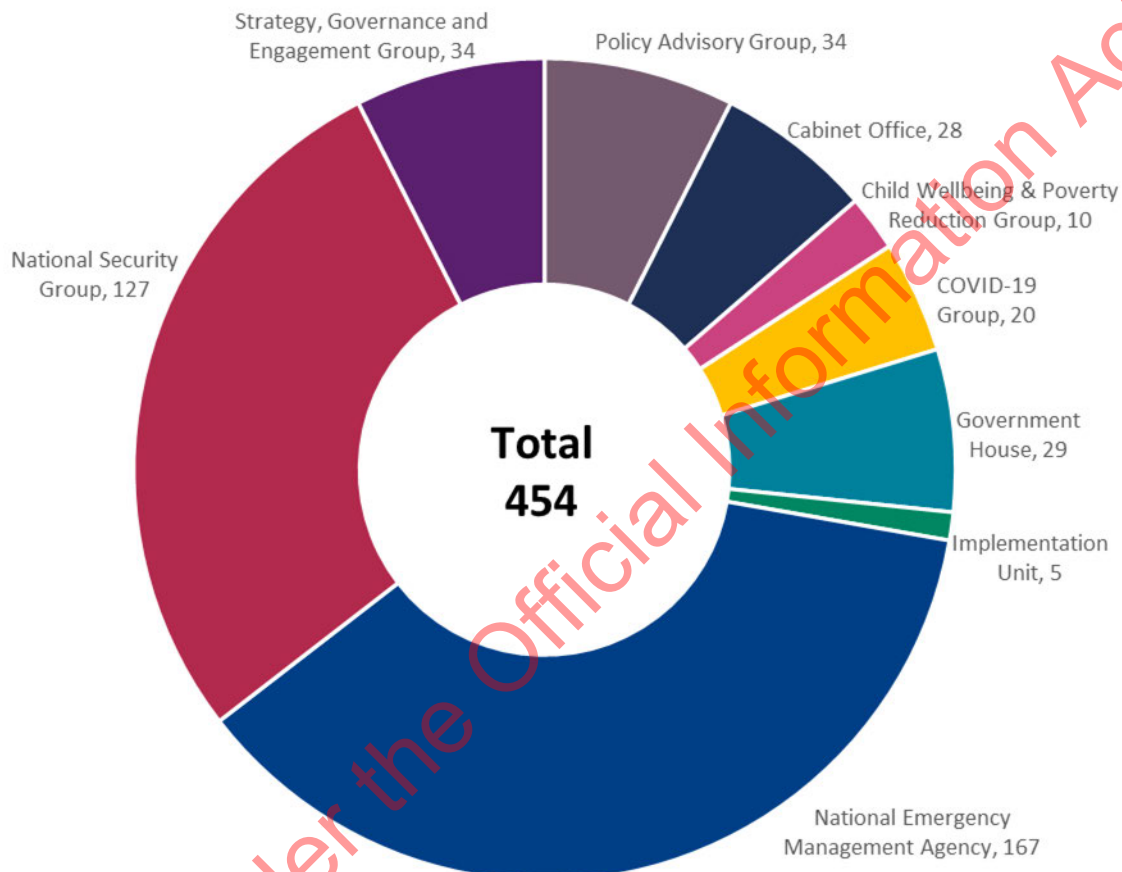
Our structure



Our people

DPMC together with NEMA has over 450 staff, primarily in Auckland, Wellington and Christchurch. We have eight business groups and host one departmental agency, NEMA.

Our staff numbers by group are set out below. These numbers are as at 18 January 2023 and include permanent and fixed-term staff, as well as people seconded into DPMC and NEMA from other agencies. The COVID-19 Group is winding-up by 31 March 2023.









Our values are an important guide for our work and interactions. They are:



- Kia māia – Courageous
- Kia honohono – Connected
- Kia manawanui – Committed
- Kia taute – Respect

Our existing internal priorities are focused on improving our cultural competence (diversity and inclusion), improving our Māori capability, and improving our policy quality. We continue to make progress on them which, in turn, positively impacts the department's work. Moving ahead we will further develop our workforce, work environment, and ways of working to best support our people and the work of the department.

Our Executive Leadership Team

 <p>DPMC Chief Executive Brook Barrington</p>	 <p>Policy Advisory Group Deputy Chief Executive Anneliese Parkin</p>
 <p>National Security Group Deputy Chief Executive Tony Lynch</p>	 <p>Implementation Unit Executive Director COVID-19 Group Deputy Chief Executive Katrina Casey</p>
 <p>Cabinet Office Secretary of the Cabinet and Clerk of the Executive Council Rachel Hayward</p>	 <p>Strategy, Governance and Engagement Executive Director Child Wellbeing and Poverty Reduction Group Executive Director Clare Ward</p>

National Emergency Management Agency key contacts

 <p>National Emergency Management Agency Chief Executive Dave Gawn</p>	 <p>National Emergency Management Agency Acting Deputy Chief Executive Emergency Management Acting Director of Civil Defence and Emergency Management Roger Ball</p>
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How we are funded

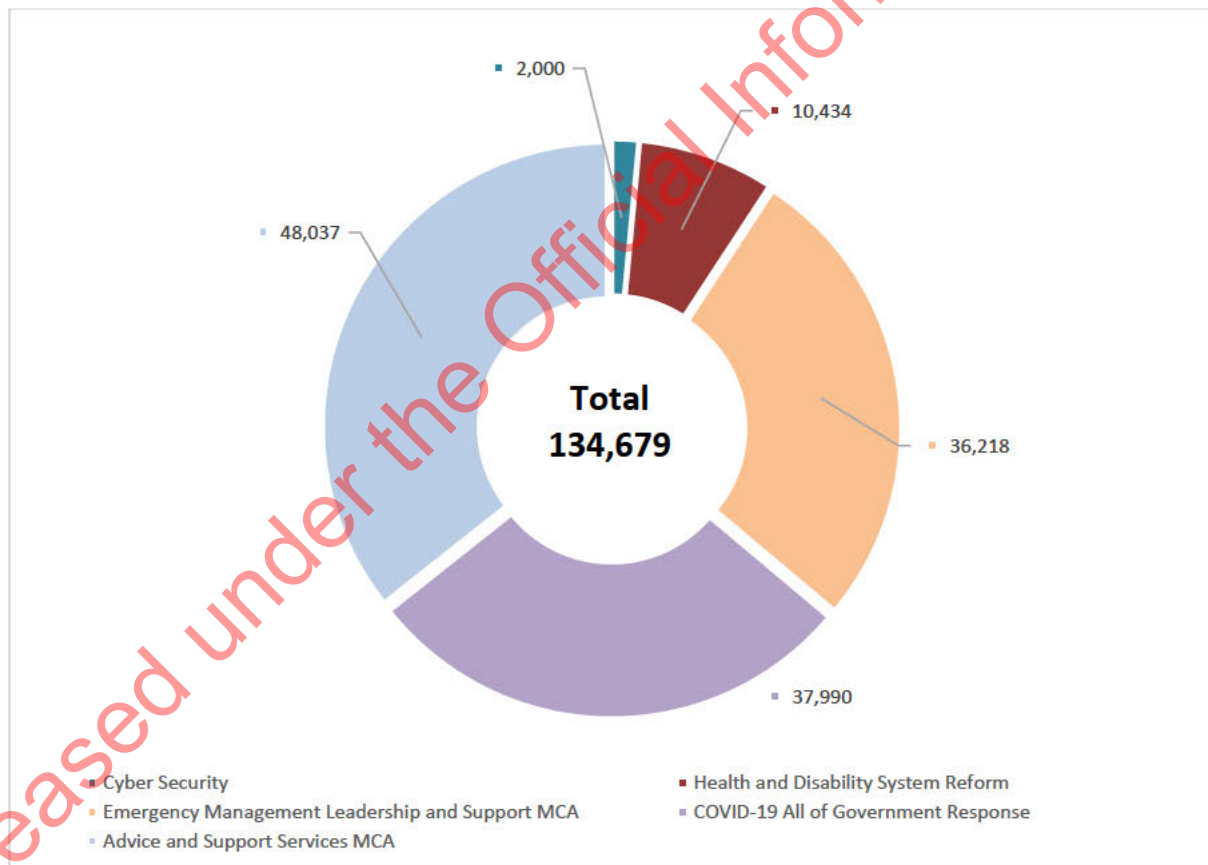
We are funded through, and administer, one Vote (Vote Prime Minister and Cabinet). As Prime Minister, you are the Responsible Minister for the Vote. We take a whole-of-department approach to financial management, moving funding across work programmes as priorities change. As a departmental agency hosted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

In the 2023 Estimates of Appropriations, Vote Prime Minister and Cabinet is made up of departmental, non-departmental and multi-category¹ appropriations (MCAs) and includes:

- \$134.679 million for departmental expenditure (including both departmental appropriations and categories within multi-category appropriations)
- \$16.049 million for non-departmental expenditure (including both non-departmental appropriations and categories within multi-category appropriations).

Departmental funding

Departmental activity is funded through five 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
- reimbursing local authorities for meeting, expenses incurred in connection with an emergency as authorised by section 115A of the Civil Defence Emergency Management Act 2002.

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.

Budget 2023 Initiatives

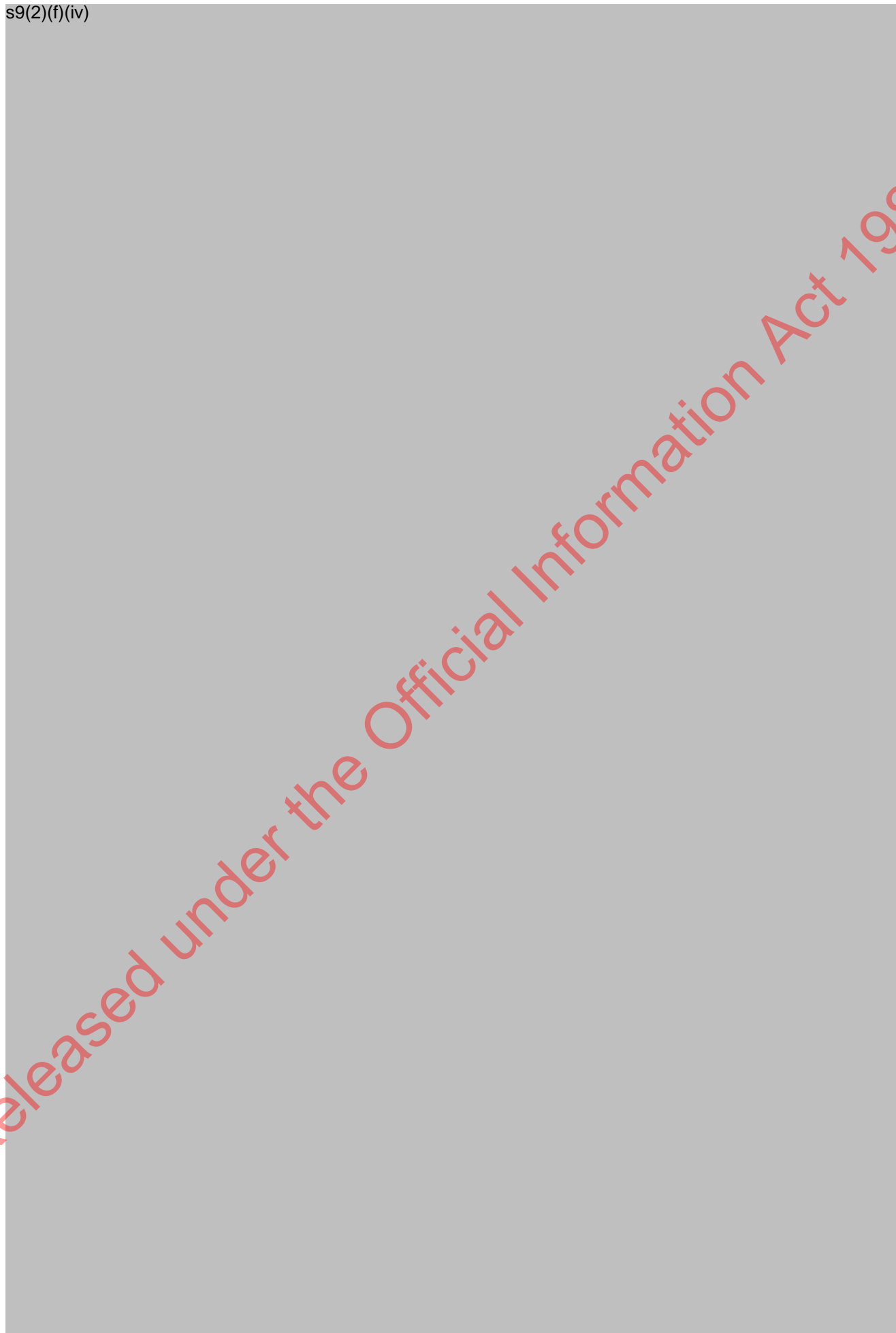
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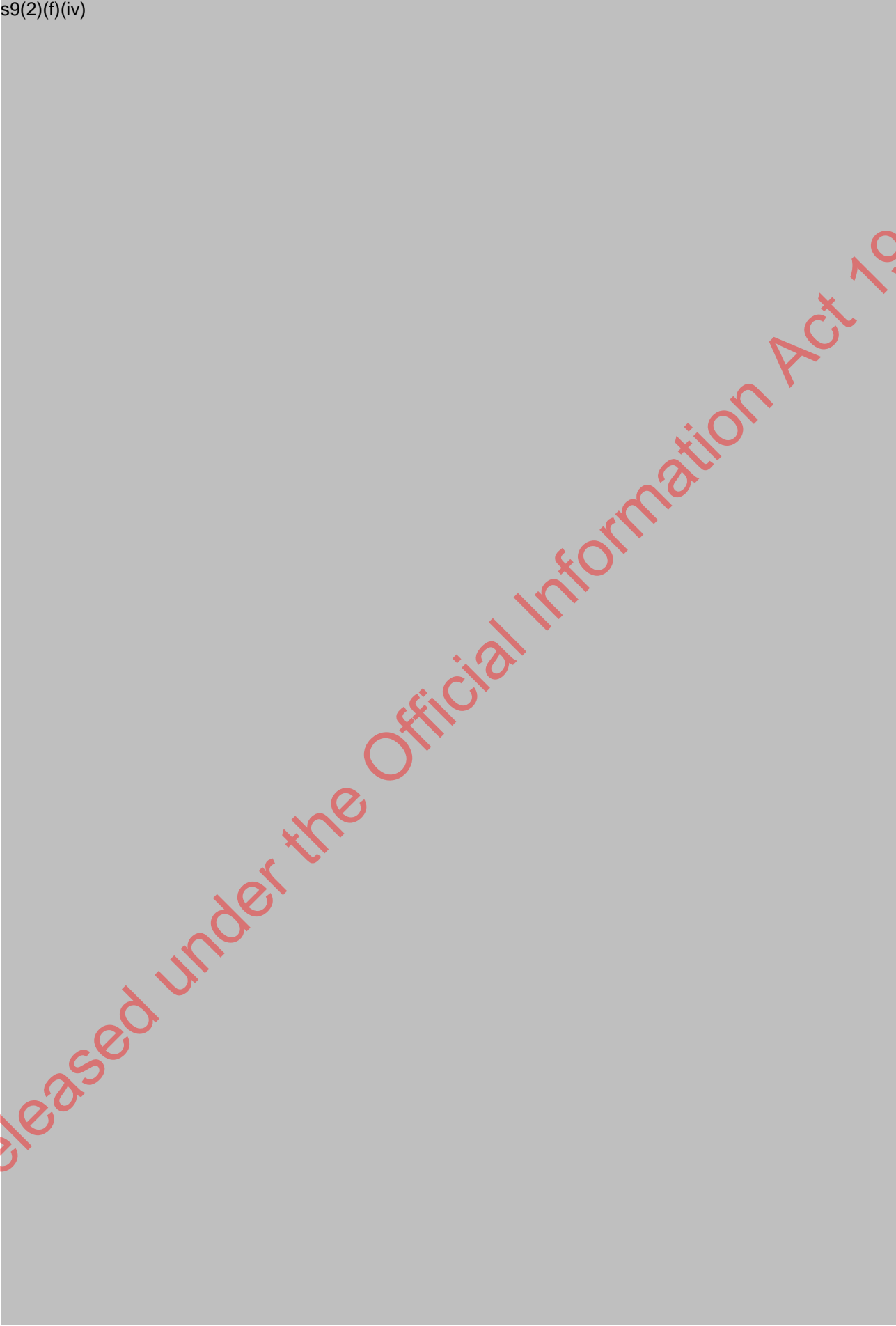
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