



DEPARTMENT of the  
PRIME MINISTER and CABINET

*Te Taoiri o Te Pirimia me Te Komiti Matua*

## Briefing to Incoming Prime Minister: Department of the Prime Minister and Cabinet

<b>Date:</b>	12 December 2016	<b>Priority:</b>	Routine
<b>Security classification:</b>	In confidence	<b>Tracking number:</b>	

### Purpose

This briefing provides you, as the incoming Prime Minister, with information on the responsibilities, current focus, and priorities of the Department of the Prime Minister and Cabinet (DPMC), and how DPMC can advise and support you to implement your Government's priorities.

### Recommendation

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

1. **Note** the contents of this briefing.

### Annexes

**Annex A:** Department of the Prime Minister and Cabinet – Overview (December 2016) – including organisational chart and Leadership Team profiles

**Annex B:** Department of the Prime Minister and Cabinet – Our Strategic Priorities 2017 – 2021

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

12 / 12 / 2016

Rt Hon Bill English  
**Prime Minister**

..... / 12 / 2016

## **Briefing to Incoming Prime Minister: Department of the Prime Minister and Cabinet**

### **Overview**

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1. This briefing provides you with information on the Department of the Prime Minister and Cabinet (DPMC), including our responsibilities and current focus and priorities. DPMC's Executive Leadership Team would welcome the opportunity to meet with you to discuss these in the New Year.
2. Alongside and subsequent to this briefing, you can also expect:
  - a. A briefing from the Policy Advisory Group on policy priorities.
  - b. A briefing from the Cabinet Office on the constitutional and procedural aspects of your becoming Prime Minister.
  - c. Briefings from the Security and Intelligence Group on security and intelligence issues and your role within the National Security System.
  - d. A briefing from your Chief Science Advisor, Professor Sir Peter Gluckman.

### **Current state of the Department**

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3. DPMC is united by our overarching purpose: advancing a confident, well-governed, and secure New Zealand. To deliver our purpose, we perform four core functions:
  - a. Executive government advice and support – serving the Prime Minister and Cabinet.
  - b. Constitution and nationhood – supporting well-conducted government.
  - c. National Security – Risk and Resilience – leading an effective National Security System including the Ministry of Civil Defence and Emergency Management (MCDEM) and cross-government arrangements across the '4Rs' of risk management: reduction, readiness, response, and recovery.
  - d. Greater Christchurch regeneration – providing leadership and coordination of the Crown's regeneration effort.
4. Until 2014, we were a small agency of fewer than 120 FTEs. However, with the incorporation of the MCDEM in April 2014, inheriting certain functions of the Canterbury Earthquake Recovery Authority (CERA) in March 2016, and changes to the Security and Intelligence Group, our headcount has steadily grown.
5. DPMC is now a mid-sized agency of seven Business Groups, with approximately 250 staff in Auckland, Wellington, and Christchurch. We now serve Ministers with responsibilities relating to the intelligence agencies, communications, civil defence, and the regeneration of Greater Christchurch.
6. We also advise and support the Governor-General to carry out her role, and provide a key liaison point with your Chief Science Advisor, who provides you with strategic and operational advice on science and science policy issues.

### **Our priorities**

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7. Our core business is enabling effective executive government. This means providing, on a daily basis, advice and support to you, Cabinet, and the Governor-General. We aim to provide you with a key advantage – expert advice on policy and process – and help translate government priorities into action.

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8. DPMC's most important task is to remain agile and able to focus on your priorities and the issues of the day. However, to focus our wider work programme we have also developed five medium-term strategic priorities – our 'Challenges'.
9. We will touch on this further when we meet with you. Our Challenges, outlined in further detail in Annex B, are:
  - a. The public service understands, delivers, and helps shape the Government's priorities.
  - b. Governance for the 21<sup>st</sup> Century.
  - c. New Zealanders understand and celebrate the institutions and processes that contribute to a strong, shared, sense of national identity.
  - d. Increase New Zealand's resilience through leading and building a risk-based, community-focussed, and integrated National Security System.
  - e. Leaving residents and agencies confident in the future of greater Christchurch.

### **Current areas of focus for DPMC**

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10. There are five Business Groups which have issues you should consider as Prime Minister and Minister for National Security and Intelligence. Further detail on our complete organisational profile can be found in the attached A3 (Annex A).

#### *Ministry of Civil Defence and Emergency Management (50 staff)*

11. MCDEM manages the central government response to large-scale emergencies, and has been leading and coordinating the government response to the Kaikoura earthquake. MCDEM expects to see significant and ongoing claims to the government from affected local authorities for reimbursement of the costs of response and recovery.
12. MCDEM is also working on the following immediate priorities:
  - a. Supporting a recently appointed National Recovery Manager to manage recovery from the Kaikoura earthquakes for the government.
  - b. Producing supporting documentation and assisting councils and other government agencies to give effect to three pieces of legislation to assist the recovery from the Kaikoura earthquakes.

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13. In addition, MCDEM has the following Ministerial priorities:

- a. Delivering a new public education programme to promote earthquake and tsunami preparedness in a way that is easy to understand by everyone.
  - b. Active monitoring, alerting, and warning of emergencies including delivering an upgrade to the National Warning System.
  - c. Delivering the National Disaster Resilience Strategy 2017.
  - d. Developing a large-scale emergency recovery framework.
14. This work is largely within the mandate of the Minister of Civil Defence, and you will not typically be briefed by MCDEM. However, in your role as Minister for National Security and

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Intelligence, you will be briefed in the course of any large-scale emergency responses or of breaking news such as a large earthquake.

### *Security and Intelligence Group (63 staff)*

15. We steward the National Security System and lead cross-government responses to events via our Security and Intelligence Group (SIG). We ensure the National Security System is alert, coordinated, delivers high-quality decisions, and communicates effectively.
16. Our Chief Executive chairs the Officials' Committee for Domestic and External Security Coordination (ODESC), and is the 'lead official' in the National Security System. The ODESC system has three Chief Executive-level leadership boards: ODESC-G (overall governance), and the Security and Intelligence and Hazard Risk Boards.
17. The SIG also exercises a collaborative leadership role within the New Zealand Intelligence Community (NZIC), and its policy teams provide advice on intelligence, cyber security, and CDEM policy issues. Intelligence and Assessments (which includes the National Assessments Bureau) coordinates all-source assessments for decision-makers.
18. In your roles as Prime Minister and Minister for National Security and Intelligence, you will be supported by the SIG and/or MCDEM, and:
  - a. Chair the National Security Committee of Cabinet.
  - b. Review reports and assessments of intelligence, and other national security advice.
  - c. Be responsible for the policy settings and legislative framework of the sector.
  - d. Chair the Intelligence and Security Committee of Parliament.
19. The SIG has a number of priority work items underway that you should be aware of:
  - a. Responding to the Auditor-General's findings to improve the performance of the National Security System.
  - b. Supporting planning to improve Wellington's resilience following the Kaikoura earthquakes.
  - c. Supporting the passage of the Intelligence and Security Bill, due to be reported back to the House on 18 February 2017.
  - d. Implementing the national security intelligence priorities.
  - e. Implementing the national cyber security strategy.
20. National security issues are otherwise governed by relevant Chief Executives and statutory office holders. Both security and intelligence issues, as well as hazard risk issues, are separately assessed, prioritised, and treated through this framework and the resulting advice to Ministers.

### *Greater Christchurch Group (45 staff)*

21. With the disestablishment of CERA a number of entities picked up roles including Ōtākaro Limited, Regenerate Christchurch and DPMC. Our Greater Christchurch Group (GCG) has taken on responsibility for coordination of the Crown's regeneration effort, partnering with central and local agencies to support the transfer of responsibility for leading regeneration back to local entities.
22. Once the transition to local leadership is complete, it is anticipated that the GCG will be disestablished as a separate Business Group.
23. The previous Prime Minister visited Christchurch on a monthly basis. The GCG is supporting planning for Canterbury earthquake commemorations on 21-22 February 2017. The combined dedication ceremony and civic memorial service will be formally hosted by you and is scheduled to run from 12.00pm - 1.30pm on 22 February 2017.

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24. There will be other opportunities in this vein, including the Christchurch Integrated Government Accommodation site openings in January and February 2017.
25. Cabinet is due to consider two immediate GCG priorities which you should be aware of:
  - a. ChristChurch Cathedral: DPMC is developing and implementing the Government's response to the ChristChurch Cathedral working group report. [REDACTED]  
[REDACTED] Media interest is high with an expectation of a joint public announcement before Christmas.
  - b. Waimakariri Residential Red Zone Recovery Plan: Subject to Cabinet consideration today, we anticipate the Minister supporting Greater Christchurch Regeneration will approve and publicly notify the Waimakariri Residential Red Zone Recovery Plan before Christmas.

### *Policy Advisory Group (16 staff)*

26. The role of the Policy Advisory Group (PAG) is to support the Prime Minister as leader of the Government. As indicated above, you will receive a separate briefing from PAG.
27. PAG Advisors provide free and frank advice on all items of government business, including issues of the day, directly to you and, on occasion, to other Ministers. PAG contributes to policy development across all issues, and supports you in all Cabinet Committees.
28. The DPMC-led Policy Project sits within the PAG. This, along with our Chief Executive's current role as Head of the Policy Profession, is helping to drive continuous improvement in the quality of policy advice and the capability of policy agencies.

### *Cabinet Office (24 staff)*

29. The Cabinet Office acts as 'Government secretariat', providing impartial services to the Executive Council, Cabinet, and Cabinet committees. It advises on constitutional, policy and procedural matters, including relationships between the Executive, Governor-General, and Parliament; the appointment of ministers and making of statutory appointments; and assisting the coordination of the legislation programme.
30. Earlier in 2016 Cabinet Office commenced a review of the Cabinet Manual. The last review took place in 2007. The focus of the current review is on updating the text to ensure it remains current and relevant. The complete text has been reviewed and updated, and is now with the Ministerial Reference Group for comment.