



DEPARTMENT *of the*
PRIME MINISTER *and* CABINET

Te Tari o Te Pirimia me Te Komiti Matua

Strategic Intentions

2016–2020

Published August 2016 following the disestablishment of the
Canterbury Earthquake Recovery Authority (CERA)

Treasury 739v7

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pursuant to section 39 of the Public Finance Act 1989

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New Zealand Government

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Ministerial Statement of Responsibility

I am satisfied that the information on strategic intentions prepared by the Department of the Prime Minister and Cabinet is consistent with the policies and performance expectations of the Government.

A handwritten signature in blue ink, reading "John Key". The signature is stylized with a large initial 'J' and a long horizontal stroke at the bottom.

Rt Hon John Key
Prime Minister

August 2016

Chief Executive's Overview

The Department of the Prime Minister and Cabinet (DPMC) works to support the government of the day. We do so by advising, leading, supporting and coordinating activities across the public sector, as well as providing specific advice and support to the Governor-General, the Prime Minister and Ministers. Our purpose in doing so is to achieve our long-term outcome of *advancing a confident, secure and well-governed New Zealand*.

Confidence, security and good governance are key to a nation's wellbeing. These Strategic Intentions are intended to provide a high-level overview of how DPMC intends to advise, lead, coordinate and support to achieve its medium-term outcomes, covering both our own unique role and the way we work alongside other agencies.

This version of our Strategic Intentions follows the establishment of an additional unit within the Department, which undertakes some of the functions that were previously held by the Canterbury Earthquake Recovery Authority (CERA). This new unit – the Greater Christchurch Group (GCG) – is responsible for coordinating central government's role in regeneration, including advice to Ministers, administering the new legislation, monitoring and reporting on the overall progress of regeneration, part funding and joint governance of horizontal infrastructure repairs and leading the Recovery Learning and Legacy programme that shares lessons from recovery.

This is the latest in a number of changes to the Department, following the incorporation of the Ministry of Civil Defence and Emergency Management in 2014, and the restructure of the Security and Intelligence Group (SIG) in 2012. Having all of these functions within the Department means we can take a connected and proactive approach to our work on national resilience. The system will become better at working collaboratively, identifying and addressing key national risks and setting priorities for the sector. Investment will be matched to those priorities, all with the goal of lifting the resilience of our communities across New Zealand.

A key focus for the Department in the coming years will be to fully incorporate these new functions to ensure they fit within, and support, our common purpose.

Through the Cabinet Office and Government House, DPMC will continue to support the smooth functioning of Executive Government through its support for the Governor-General, Prime Minister and Cabinet. DPMC will also play a key role advising the government of the day in support of its priorities, as well as advice on issues of focus, constitutional matters and national security. Further, a key focus for DPMC will be growing our wider stewardship role to lift the policy advice capability of the wider public service.

Underpinning everything DPMC intends to do within its Strategic Intentions is its workforce. The development of a talented, agile and diverse workforce will therefore remain a key priority in the coming years. As priorities change because of new governments, emerging risks and events so, too, DPMC needs to be flexible in its capabilities and approaches. DPMC will continue to work closely with the Treasury and State Services Commission (SSC) – collectively known as the central agencies – to lift performance and help agencies to deliver better public services within a constrained fiscal environment.

These Strategic Intentions are intended to cover the functions of DPMC. In signing this information, I acknowledge that I am responsible for the information on strategic intentions for the Department of the Prime Minister and Cabinet. This information has been prepared in accordance with section 38 and section 40 of the Public Finance Act 1989.



Andrew Kibblewhite

Chief Executive

August 2016

DPMC's Strategic Intentions 2016–2020

OUR STRATEGIC INTENTIONS FOLLOWING THE DISESTABLISHMENT OF CERA

The DPMC's Strategic Intentions were last published in September 2015.

On 1 February 2015 CERA had become a departmental agency of DPMC, as the first step in transitioning to effective long-term recovery arrangements.

In May 2015 CERA began preparation for this transition, in consultation with an advisory board and CERA's key strategic partners – Christchurch City Council, Environment Canterbury, Selwyn District Council, Te Rūnanga o Ngāi Tahu and Waimakariri District Council.

Further developments since the September 2015 publication of our Strategic Intentions include:

- On 22 October 2015 the Greater Christchurch Earthquake Recovery: Transition to Regeneration (Transition Recovery Plan October 2015) was released describing how CERA would be disestablished and its functions transferred to other agencies.
- On 1 March 2016 GCG was formed within DPMC to inherit some CERA functions, and to provide advice, engage with local leadership and the local community and coordinate across agencies involved in the regeneration of greater Christchurch.
- On 18 April 2016 CERA was disestablished. DPMC managed the transition of its functions to successor agencies, including Ōtākaro Limited, Regenerate Christchurch and local and central government agencies.

The disestablishment of CERA as a departmental agency hosted by DPMC, and the establishment of GCG, is a significant change in the nature or scope of DPMC's functions, requiring us to publish these new Strategic Intentions as per section 38 of the Public Finance Act 1989.

CHANGES SINCE OUR STRATEGIC INTENTIONS 2015–2019

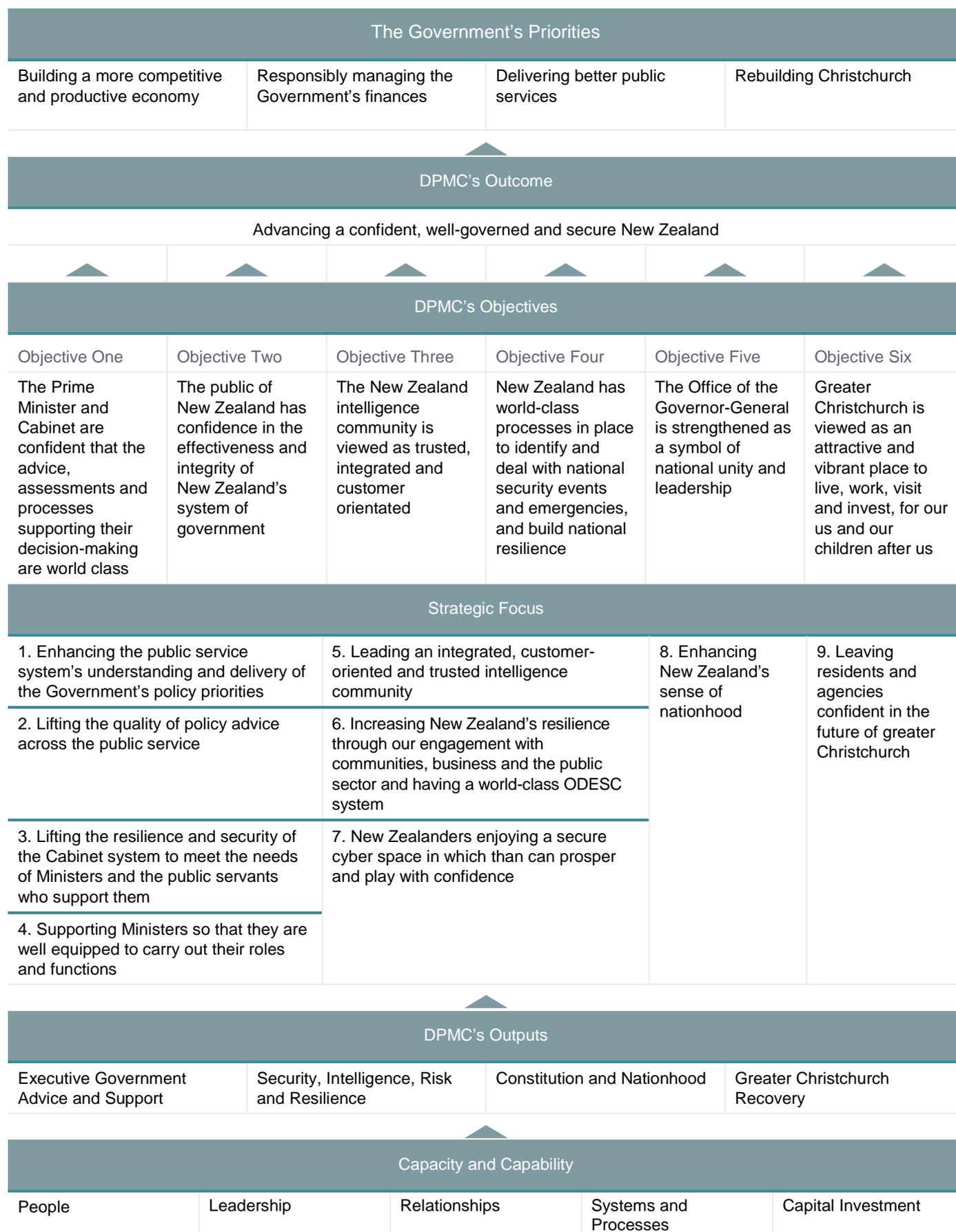
This change was foreshadowed in both our Strategic Intentions 2015–2019 and our Four Year Plan 2016–2020. Consequently, our Strategic Intentions are largely consistent with these documents. The major changes since the September 2015 publication, and reflected in our Strategic Intentions 2016–2020, are:

- The CERA outcome framework as described on page 9 of our Strategic Intentions 2015–2019 no longer forms part of DPMC's strategic intentions.
- However, GCG continues to contribute to CERA's priorities, and reporting against these is included in our Annual Report 2015–16. DPMC's strategic intentions have consequently been refreshed post-CERA wind down, and are included on pages **21** and **22** of this document.
- The remaining outcomes and key activities described in the CERA outcome framework have been transitioned to inheriting agencies as per the table on page **23** of this document.

LOOKING FORWARD

DPMC intends to publish a further set of Strategic Intentions alongside our Four Year Plan 2016–2020. These documents will provide for developments in the Department's strategic direction considered during the Four Year Planning process, including further updates relating to greater Christchurch.

DPMC's Strategic Framework 2016–2020



Who We Are

The Department's traditional functions supporting well-conducted government are delivered by the **Policy Advisory Group (PAG)**, the **Cabinet Office**, **Government House** and **SIG**.

The **Ministry of Civil Defence and Emergency Management (MCDEM)** became a business unit within DPMC in April 2014, working alongside **SIG** to provide leadership and coordination across the national security system.

On 1 February 2015 the **CERA** became a departmental agency of DPMC, as the first step in transitioning to effective long-term recovery arrangements. As the host agency, DPMC had overall responsibility ensuring that:

- the momentum of the recovery was maintained
- local governance and local institutions were supported to inherit functions and roles from CERA, and
- lessons from Canterbury to strengthen future resilience were captured.

DPMC managed the transition of CERA's functions to successor agencies, including Ōtākaro Limited, Regenerate Christchurch and local and central government agencies, and on 18 April 2016 CERA was disestablished.

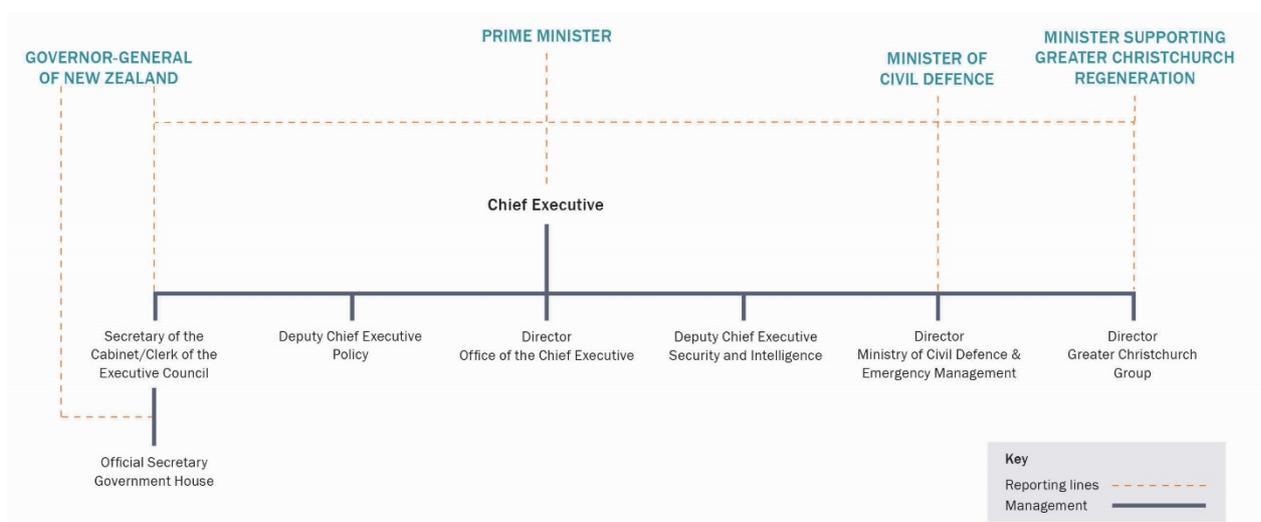
Some of CERA's key functions, along with overall responsibility for coordinating the regeneration of Christchurch, remain with DPMC's **GCG**, which came into being on 1 March 2016.

These groups are supported by the **Office of the Chief Executive (OCE)** and the **Central Agency Shared Services (CASS)**.

How We Deliver Our Functions		
Executive government advice and support: serving the Prime Minister and Cabinet	<ul style="list-style-type: none"> • Advice, secretariat and coordination to the Prime Minister and Cabinet • Policy advice to the Prime Minister and Cabinet • Collaboration with the State Services Commission and the Treasury • Supporting the Prime Minister's Chief Science Advisor 	<p>PAG provides free and frank advice directly to the Prime Minister and on occasion to other Ministers; contributes to policy development across the full range of government issues and from time to time leads policy projects specially commissioned by the Prime Minister.</p> <p>Cabinet Office acts as a 'Government secretariat' advising the Governor-General, the Prime Minister and other Ministers on constitutional, policy and procedural matters. It also assists in the coordination of the Government's legislation programme and administers the New Zealand Royal Honours System.</p> <p>Government House provides administrative and support services for the Governor-General to enable him or her to carry out the functions of the office and maintain the official residence and grounds.</p>
Constitution and nationhood: supporting well-conducted government	<ul style="list-style-type: none"> • Advice and support to Ministers • Governor-General's events programme management and provision of advice • Administration of the New Zealand Royal Honours System 	

How We Deliver Our Functions		
<p>Security, intelligence, risk and resilience: providing effective national security and building resilience</p>	<ul style="list-style-type: none"> • Leading, coordinating and managing national security priorities and intelligence • Leading civil defence emergency management, across risk reduction, readiness, response and recovery to build resilience 	<p>SIG provides leadership across the New Zealand Intelligence Community to strengthen national resilience to shocks and stresses. It provides assessments on events and developments affecting New Zealand’s security interests, and includes the National Cyber Policy Office.</p> <p>MCDEM provides leadership in reducing risk, and being ready for, responding to and recovering from, shocks and stresses. MCDEM is the lead agency for a number of hazards listed in the National Civil Defence and Emergency Management (CDEM) Plan and manages central government’s response and recovery functions for these.</p>
<p>Greater Christchurch recovery: providing leadership and coordination to the recovery effort</p>	<ul style="list-style-type: none"> • Providing policy and legal advice to Ministers and Government on the regeneration of greater Christchurch and administration of new legislation • Monitoring and reporting on the overall progress of recovery • Completion of critical (short-term) recovery functions 	<p>GCG provides advice, engages with local leadership and the local community and coordinates across agencies involved in the regeneration of greater Christchurch.</p>
<p>OCE supports DPMC to achieve its strategic priorities and manage risk by working across the Department to ensure it has sound strategy, effective governance and efficient organisational systems and processes.</p>		
<p>CASS provides corporate services (Human Resources, Finance, IT, Information Management and Publishing) to the Treasury, DPMC and SSC.</p>		

ORGANISATIONAL STRUCTURE FOR 2016



The World We Operate In

A number of environmental factors can shape, influence and change the priorities of the government of the day, and therefore DPMC's own workload and priorities. Understanding these factors allows for DPMC to structure its work programme to be flexible enough to respond quickly when required, as well as anticipating how its priorities may change over time.

ELECTIONS AND THE GOVERNMENT'S PRIORITIES

Changes in the Government's priorities naturally result in changes to DPMC's priorities and the strategic results expected of the State sector. DPMC must be prepared accordingly to adjust its work programmes to reflect the priorities of the Prime Minister as the leader of the Government.

UNPREDICTABLE NATURAL HAZARDS AND RISKS

As events over the past four years have shown, natural disasters and other unforeseen events do occur, and DPMC plays an important role in ensuring the response and recovery to these crises and emergencies are well coordinated. Through MCDEM, we play an important leadership role in promoting resilience to hazard risks and developing capability and capacity in civil defence emergency management. Natural disasters and other unforeseen events often require DPMC to urgently reprioritise its focus and resources to provide the appropriate level of leadership, coordination and support. The resilience of DPMC's staff and systems will be challenged in the event of having to respond to, and recover from, multiple emergencies or crises in New Zealand or offshore.

INCREASINGLY COMPLEX AND INTERDEPENDENT SECURITY ISSUES

The globalised world that brings New Zealand so many advantages is based on interconnected networks – physical, social and economic – which, as well as opportunities, pose risks that we must monitor and prepare to respond to. Changes and crises in the global economy beyond our control will affect New Zealand's own economy. Conflicts abroad will involve New Zealand's interests, whether through fuelling extremism, interrupting shipping lanes or threatening the security of Kiwis living and travelling abroad. Cyber security, in particular, demonstrates the complex nature of modern security threats – threat actors may be states, criminal organisations or individuals. Attribution is difficult and cyber threats have the potential to affect any New Zealander who is connected to the internet. Through its leadership of the national security sector, DPMC is working across government to identify, reduce and prepare for threats and risks.

FISCAL RESTRAINT

Providing greater efficiencies within the public service remains a top priority for government, and the public service is being directed to achieve greater results through collaboration and taking a joined-up approach to policy issues. DPMC, the Treasury and SSC will continue to drive our performance and value-for-money through CASS. Collectively as the central agencies, we will continue to help agencies to deliver on the Government's Better Public Services (BPS) results within the constraints of a tight fiscal environment.

DIVERSITY

New Zealand's demographic landscape is changing – we are becoming more ethnically diverse, the average age is increasing and technology is changing how we interact with each other and with government. As New Zealand is becoming more and more diverse, and the Government is being called on to solve increasingly complicated problems, DPMC itself must become more diverse in order to reflect the interests it serves. This will enable its policy advice to be informed by a wide range of backgrounds. Diverse perspectives – whether from ethnic, gender or experiential differences – cultivate different ways of thinking which will help as we seek to provide advice on the increasingly complex issues the Government is facing. As the State sector and DPMC exist to serve the

government of the day, to effectively serve a diverse population we need to reflect that diversity ourselves in terms of what advice we provide and how we provide it.

Strategic Direction

PURPOSE AND LONG-TERM OUTCOME

DPMC's long-term outcome is to *advance a confident, well-governed and secure New Zealand*.

DPMC's purpose is to support New Zealand's Governor-General and Head of State in the conduct of their responsibilities, and the effective conduct of Executive Government by the Prime Minister and members of the Cabinet and other Ministers.

DPMC plays a role in coordinating and leading the work of government departments and agencies, and other entities as appropriate, to ensure that decision-making takes account of all relevant viewpoints and that advice is as coherent and complete as possible. This ensures that executive decision-making is supported by high-quality advice that is timely, responsive to the directions set by the Government, forward-looking, cognisant of changing circumstances and emerging issues and gives assurance that policies are being delivered in an effective and coordinated manner. Critical to success is for DPMC to draw on close relationships with other departments and agencies, Crown entities, local government, business, iwi and the wider community.

WORKING VALUES

Underpinning our leadership and coordination role are our values and what we stand for. DPMC aims at all times to lead and act with integrity, galvanise action, broker solutions and integrate advice and insights to provide decision advantage to policy-makers. All the while, DPMC will continue to provide free and frank advice, with effective systems and processes in its support of the government of the day.

SUPPORTING THE GOVERNMENT'S PRIORITIES

DPMC contributes to the Government's priorities by providing continuity in constitutional and administrative services that support New Zealand's parliamentary democracy. It plays a role as both the 'constitutional and institutional glue' that holds the system together and the 'oil' that allows the free flow of information, advice and policy for government decision-making.

The Government has set out four priorities:

- Responsibly manage the Government's finances.
- Build a more competitive and productive economy.
- Build better public services that all New Zealanders can rely on.
- Rebuild greater Christchurch.

This Strategic Intentions document outlines how DPMC's strategy fits together to support the Government's priorities. We explain what we are aiming to achieve through to the end of the 2019/20 financial year. We have identified six areas where our work will impact on achieving our longer-term outcome. Underlying these medium-term outcome statements are a number of strategic focus areas that frame the work programme and help to focus DPMC's efforts on what really matters, and helps the Department to go beyond 'business as usual' and include managing significant one-off projects.

HOW WE WILL WORK WITH OTHERS

DPMC will apply its close understanding of the Government's collective ambitions, preferences and priorities to add value to the work of other agencies in delivering the Prime Minister's BPS results for New Zealand. It will continue to work proactively and collaborate with a broad range of agencies responsible for specific policy outcomes.

National security and intelligence sector

DPMC operates within and leads the national security sector. New Zealand takes a holistic, all hazards view of national security, encompassing the preparedness, protection and preservation of people, and of property and information, both tangible and intangible.

As a sector, governance is provided through the Officials' Committee for Domestic and External Security Coordination system (the ODESC system). At the political level, the sector is led by the Prime Minister in his role as Minister of National Security and Intelligence, and supported by the National Security Cabinet Committee.

These agencies work together to ensure national security risks and threats, decision-making and responses to those threats are coordinated. By acting as a sector, agencies reduce the potential for duplication of work, or for important national security risks to fall through the cracks because they don't fall neatly into any one agency's remit. By working more closely together, agencies within the national security sector are able to pool resources, take a holistic approach to risk and ensure the Government is investing in the right capabilities to address future risk.

The system is geared to reduce the risks facing New Zealand as well as responding to threats when they arise. DPMC plays a leadership and coordination role within the national security sector, and this is reflected formally through the Chief Executive of DPMC chairing the ODESC system. Through its National Security Policy and Cyber Policy teams, DPMC plays a leadership role developing policy for the sector, in both national security and resilience and readiness and recovery functions. DPMC also provides a coordination and secretariat role to the sector through the National Security Systems Directorate. DPMC provides assessment services through the National Assessments Bureau and leads the process for coordinating priorities for the sector.

Partners in resilience

A key objective is to enhance resilience in our communities. This can only be achieved by participation and commitment at all levels and across multiple disciplines. Leadership from DPMC facilitates coordination and helps drive progress. This is achieved in a number of ways:

- governance of the National Security ODESC system
- administration of the Civil Defence and Emergency Management (CDEM) Act 2002, Strategy and National CDEM Plan, that has a central focus on building resilience
- working with other government agencies and local authorities on the range of policy, regulations, practices and behavioural incentives that support risk reduction
- working with over 70 agencies that have responsibilities in the National CDEM Plan, including central government agencies, emergency services, local government, lifeline utilities, non-governmental organisations and the private sector
- providing national public education and supporting local authorities in their community resilience-building activities.

Rebuilding greater Christchurch

Achieving recovery for greater Christchurch is a collaborative effort between central and local government, business, insurers, iwi, non-governmental agencies and the wider community. To achieve this, communication and consultation have been, and will continue to be, critical. The strategic partners that are key to the recovery are Christchurch City Council, Te Rūnanga o Ngāi Tahu, Selwyn District Council, Waimakariri District Council and Environment Canterbury. Recovery has now reached a point where it is appropriate for central government to step away gradually from its leadership role and move towards a role of support for local institutions in greater Christchurch.

Central agencies

With the Treasury and SSC, we have a commitment to work together with a shared vision to collectively lead the State sector to deliver outstanding results for New Zealanders. As central agencies, we are jointly responsible for enabling performance improvements in the State sector, albeit with distinctive roles and perspectives. Our work programme over the next four years will contribute towards achieving our shared outcome: *A higher-performing State sector that New Zealanders trust, delivering outstanding results and value for money.*

HOW WE WILL OPERATE AS A DEPARTMENT IN FOUR YEARS

Our intention is that DPMC will be viewed as an exemplar of outstanding executive and policy leadership. It will continue to be trusted to lead and manage government priorities, influence the State sector without needing to resort to positional power and to be the example for producing innovative and responsive policy advice.

In its work with the Treasury and SSC, DPMC will have supported the achievement of the BPS targets and influenced Ministers and officials to work together across boundaries for the greatest collective impact. The three central agencies will speak with a consistent voice on the things that matter and line agencies are able to rely on us collectively to broker and champion change.

HOW WE WILL DEMONSTRATE PROGRESS

This Strategic Intentions document provides a high-level outline of what DPMC intends to achieve over the next four years. We have six high-level outcomes and desired impacts which, when achieved, *advance a more confident, well-governed and secure New Zealand*. Linked to these impacts are both qualitative measures and a series of specific quantitative performance measures set out annually in the Estimates of Appropriations. DPMC will report on these measures in its Annual Report. When taken together, the Statement of Intent and the Annual Report set out a picture of DPMC's performance and achievement in the short- and longer-term horizon. DPMC will continue to use the findings from its Performance Improvement Framework (PIF) review and report against progress in its Annual Report.

The Prime Minister and Cabinet are confident that the advice, assessments and processes supporting their decision-making are world class

The Prime Minister and Cabinet are the centre of Executive Government in New Zealand. By chairing Cabinet, the Prime Minister leads and coordinates government and oversees its general policy direction. Ministers work together as the Cabinet and in Cabinet committees to discuss issues, make decisions and exercise a critical national leadership function. The Chief Science Advisor provides the Prime Minister with strategic and operational advice on science and science policy issues.

HOW WE WILL ACHIEVE IT

DPMC is structured to provide varied and specialist advice, often in short timeframes, as well as to support effective governance systems. Policy advice is provided on a wide range of portfolios, including civil defence and emergency management, cyber policy and security and intelligence. The advice is free and frank and aims to address issues strategically, with a longer-term perspective. To ensure efficiency and remove bottlenecks in the flow of departmental policy advice, DPMC has a key role in communicating across government, helping departments to understand Ministers' perspectives, assisting agencies to develop policy that supports government priorities and dealing with implementation issues. Therefore, DPMC's policy advice function facilitates cross-government linkages across agencies working on related issues, and seeks to ensure that officials' advice takes into account the Government's broader priorities.

DPMC also prepares assessments, which are distinct from policy advice, for the Prime Minister, Ministers and senior officials on developments relating to national security and foreign affairs. The purpose of assessments is to provide New Zealand's decision-makers with decision advantage on the risks and opportunities relating to their decisions.

The role of the Chief Science Advisor promotes public understanding of, and engagement with, science and developing relationships with similar offices overseas.

Strategic focus

Enhancing the public service system's understanding, and delivery of, the Government's policy priorities.

Lifting the quality of policy advice across the public service.

WHERE WE WILL BE IN FOUR YEARS

DPMC will have continued to provide innovative and responsive policy advice to the Prime Minister and Ministers, and a high level of trust will have been maintained between DPMC and the Government, as it has in the past. At the Prime Minister's direction, DPMC will have led the Government's policy response to a number of key issues, including improvements in the security and intelligence sector.

DPMC will be actively supporting a wider group of Ministers than it has in the past, and will be recognised for taking a longer-term, proactive and whole-of-government approach to policy and emerging issues. DPMC will be well-connected and well-attuned to the specific policy contexts of New Zealand's largest cities.

The DPMC-led Policy Project and the leadership of the Head of the Policy Profession (currently the Chief Executive of DPMC) will help to drive continuous improvement in the quality of policy advice and the capability of policy agencies across the public service.

HOW WE WILL MEASURE OUR PROGRESS

Confidence that the advice, assessments and processes are supporting decision-making will be demonstrated through observed improvements in the public service system's understanding and delivery of the Prime Minister's policy priorities.

In addition, the Head of the Policy Profession and the Policy Project will have enabled:

- public service policy leaders to take collective responsibility for the overall capability and responsiveness of the policy system and policy cadre
- greater use and sharing of innovative, citizen-centric approaches to policy design and delivery, and
- a more strategic and whole-of-government approach to building policy capability across the public service.

The public of New Zealand has confidence in the effectiveness and integrity of New Zealand's system of government

At the heart of New Zealand's democratic, political and economic systems is a stable Executive Government, accountable to an elected House of Representatives. The Executive branch of government comprises the Governor-General, Prime Minister, other Ministers of the Crown and the public service.

HOW WE WILL ACHIEVE IT

DPMC provides advice and administrative services to the Governor-General, Prime Minister and Ministers on the constitutional issues that have implications for Executive Government and constitutional procedures that support the conduct and continuity of Executive Government. This includes supporting necessary procedures for the smooth transfer of power between successive administrations, Governors-General, Prime Ministers and Ministers.

As the recognised source of expert knowledge on the systems of Cabinet and Executive Government, the Cabinet Office is the primary contributor to this objective. It achieves this through maintaining the Cabinet Manual as the authoritative guide to central government's decision-making, with successive governments using it as the basis on which to operate, and reviewing it to reflect changes in Cabinet procedures and constitutional developments.

The Cabinet Office works with Ministers' offices and departments to ensure that issues are presented to the Cabinet in a clear and robust way that supports good decision-making. It must remain rigorous in maintaining impartiality between administrations, agencies and individual Ministers. The trust of Ministers and other stakeholders and a reputation for discretion, integrity and judgement are vital to the effective role of the Cabinet Office within the machinery of government.

In addition, the Cabinet Office administers the New Zealand Royal Honours System including Honours lists, which have meaning to everyday New Zealanders and contribute to the public's overall sense of nationhood.

Strategic focus

Lifting the resilience and security of the Cabinet system to meet the needs of Ministers and the public servants who support them.

Supporting Ministers so that they are well-equipped to carry out their roles and functions.

WHERE WE WILL BE IN FOUR YEARS

DPMC will, in partnership with other agencies, have improved the level of support provided to Ministers to better enable them to carry out their roles and functions. Executive Government will be conducted in a way that upholds, and is seen to uphold, the highest ethical standards.

The Cabinet paper process will be fully electronic and integrated across the State sector. It will be regarded by Ministers and agencies as effective and efficient. It will be further enhanced to enable departments to collaborate to develop Cabinet papers through an electronic operating model, increasing efficiencies for DPMC and other departments.

HOW WE WILL MEASURE OUR PROGRESS

Confidence in the effectiveness and integrity of New Zealand's system of government can be demonstrated by having: a fully functional electronic platform for processing Cabinet papers which is secure, efficient and accessible

by users; a Cabinet Manual that is current and relevant and is used actively by and adhered to by successive government Ministers; new Ministers inducted into office effectively and satisfied with the induction programme.

The Office of the Governor-General is strengthened as a symbol of national unity and leadership

As the representative of the Head of State, the Governor-General of New Zealand fulfils important constitutional, ceremonial, international and community roles requiring high-quality advice and support from the Clerk of the Executive Council (who is responsible for liaison between the Governor-General and the Government) and the Official Secretary and Government House staff. The Clerk of the Executive Council advises on matters affecting the Office of the Governor-General and is responsible for liaison between the Governor-General and the Government.

HOW WE WILL ACHIEVE IT

DPMC provides impartial advice to the Governor-General on certain constitutional, policy and procedural issues. It supports the Office of the Governor-General in two primary ways – through the Clerk of the Executive Council, and through Government House.

In managing Government House, the Official Secretary supports the Governor-General in fulfilling his or her role through a balanced strategic programme of community and ceremonial engagements that includes patronage of community groups, and attendance at and hosting of events and visits throughout New Zealand and internationally. Government House maintains the heritage buildings and grounds of the residences in Wellington and Auckland and provides opportunities for the public to visit, either as invited guests at functions or (in Wellington only) by tours arranged through the Visitor Centre.

Strategic focus

Enhancing New Zealand's sense of nationhood.

WHERE WE WILL BE IN FOUR YEARS

DPMC will have supported the Governor-General in his or her contribution to a series of national commemorations and other events and projects that have enhanced New Zealanders' sense of nationhood. Increasing numbers of New Zealanders will have a better understanding of New Zealand's system of government. DPMC will have continued to foster identification with and a feeling of ownership by the people of New Zealand in regard to the Office of the Governor-General and the two residences. This will have been underpinned by an effective strategy for raising public awareness by capitalising on the activities of the Governor-General to further raise the profile of the Office.

HOW WE WILL MEASURE OUR PROGRESS

The public's identification with and ownership of the Office of the Governor-General will be demonstrated by indirect quantitative measures including numbers of visitors to the Visitor Centre and on open days; numbers of those who participate in functions, both those hosted by the Governor-General and those at which he or she is the guest of honour; numbers of invitations to undertake such events, and to accept and engage with patronages; and the numbers of followers on social media. Increased positive feedback from the public and ongoing satisfaction expressed by the Governor-General for his or her programme will also measure progress.

The New Zealand Intelligence Community is viewed as trusted, integrated and customer oriented

The New Zealand Intelligence Community (NZIC) comprises the New Zealand Security Intelligence Service (NZSIS), Government Communications Security Bureau (GCSB) and the National Assessments Bureau. DPMC has a leadership role within NZIC, which it exercises collaboratively with its agencies to ensure that the community works seamlessly as a whole, sharing resources and collaborating to achieve clear priorities.

HOW WE WILL ACHIEVE IT

DPMC will work with and within NZIC to ensure that policy-maker priorities are being met through the collection of the right intelligence, robust assessment of that intelligence and through effective communication of those assessments to the people who need them. Through its leadership of the assessments community, DPMC will assist with the development of a highly skilled and responsive assessments capability within NZIC.

Through its Cyber Policy and National Security Policy teams, DPMC will help to provide a policy and strategic framework that adds value to the intelligence community and enables NZIC to in turn demonstrate the value for money derived from intelligence resources spread across the national security sector.

DPMC will work to ensure that the compliance and oversight mechanisms of NZIC are well supported, having recently been updated and strengthened. Through its coordination of national security communications, DPMC will work to build public trust and confidence in NZIC and measure trust levels so that this can track progress over time.

DPMC will support NZIC's goal to move towards joint-customer outreach, so that customers can interact with NZIC in a coherent and managed way. We will assist the community to develop new tools for setting priorities and measuring impacts, to ensure the focus is on intelligence that enhances decision-making.

Strategic focus

Leading an integrated, customer-oriented and trusted intelligence community.

WHERE WE WILL BE IN FOUR YEARS

DPMC's leadership of the national security sector will be supported by building an intelligence assessments community with common standards, training, staff development and customer outreach. Interoperability between capabilities will be the norm. The sector will be operating a joint approach to planning and resource management in order to achieve a set of clear objectives against which achievement can be clearly tracked.

Adjustments to the ministerial arrangements for national security and intelligence coordination will have been bedded in. DPMC's advice and assessment will be valued by the Prime Minister and by Ministers, providing them with 'decision advantage' based on unique insights that they cannot obtain from other sources.

HOW WE WILL MEASURE OUR PROGRESS

NZIC being viewed as trusted, integrated and customer oriented will be demonstrated with a report produced annually by NZIC on collective performance against a set of national intelligence priorities and an objective measurement of trust and confidence in NZIC which will be baselined in 2016/17 and then measured annually to identify trends.

New Zealand has world-class processes in place to identify and deal with national security events and emergencies, and build national resilience

DPMC plays a dual leadership role within New Zealand's national security system, both formally leading the system and playing a coordination role during the response to major national security events and emergencies, working to ensure whichever agency is leading the response is well supported by other agencies.

HOW WE WILL ACHIEVE IT

DPMC will provide assessments for Ministers and senior officials on the risks and opportunities affecting New Zealand's national security interests in the broadest sense.

Within the framework of the ODESC system, the Department will be working to ensure that potential national security risks are assessed, an adequate level of preparedness is built, tested and maintained, responses to national security issues are timely and coordinated and national resilience is strengthened.

DPMC will oversee and coordinate cyber security policy and lead international engagement on cyber security policy. We will coordinate engagement with the private sector on cyber security issues, including leveraging on the Connect Smart campaign to promote cyber security awareness among New Zealanders, enhancing New Zealanders' understanding of their contribution to cyber security.

Within DPMC, MCDEM has a particular role in leading the civil defence and emergency management system. This includes providing policy advice to government and senior officials about reducing risk, and being ready for, responding to and recovering from emergencies for large-scale civil defence emergencies that are beyond the capacity of local authorities. MCDEM provides advice and guidance on all four key elements of resilience: reducing risk, readiness, response and recovery.

Strategic focus

Increasing New Zealand's resilience through our engagement with communities, business and the public sector and having a world-class ODESC system.

New Zealanders enjoying a secure cyber space in which they can prosper and play with confidence.

WHERE WE WILL BE IN FOUR YEARS

DPMC will have transformed the governance of the national security sector. New Zealand will be more resilient to an increasingly complex array of risks through engagement of communities, business and the State sector, and the coordination provided by the ODESC system.

The ODESC system will be world-class, and seen as effective, efficient and trusted by the officials involved in it and the Ministers who receive advice from it. Other countries will look to New Zealand's ODESC system as an exemplar for small state national security systems.

New Zealand and its communities will be more resilient and emergencies effectively managed by and across agencies that have the appropriate capabilities and capacities.

HOW WE WILL MEASURE OUR PROGRESS

The effectiveness and high regard held for the ODESC system will be demonstrated through stakeholder surveys and running formal processes to identify lessons from major ODESC responses; and ensuring that critical response risks have been tested through the National Exercise Programme approved by ODESC.

Communities' ability to be more resilient in dealing with large-scale emergencies will be measured through introduced changes incorporated into the Civil Defence Emergency Management Act 2002 which will support recovery efforts including the transition from response following emergencies and by completing a new National Strategy by 2018.

Confidence to operate safely in New Zealand's cyber space environment will be measured through implementation and review of the National Cyber Strategy, which will further raise public awareness and be implemented over the coming years.

Greater Christchurch is viewed as an attractive and vibrant place to live, work, visit and invest, *mō tātou, ā, mō, kā uri ā muri ake nei* – for us and our children after US

Greater Christchurch is entering a new phase as it moves from recovery to regeneration. Central government's role has moved from leading and coordinating the overall recovery of greater Christchurch to one of supporting local institutions get back into the 'driving seat'. It is important that the recovery momentum of the past five years continues to be maintained in the regeneration phase, with local leadership shaping the region.

HOW WE WILL ACHIEVE IT

Through GCG, DPMC leads and coordinates central government's new role and supports the transition to local institutions. This involves:

- completing the Horizontal Infrastructure programme of works and transition of information and systems to the Christchurch City Council
- ensuring planning frameworks, such as an operative Christchurch City District Plan and Waimakariri Residential Red Zone Recovery Plan, are coordinated and configured to best support regeneration
- coordinating agencies involved in the regeneration of greater Christchurch and ensuring consistency across the recovery/regeneration effort
- supporting Regenerate Christchurch to function effectively (demonstrated through progress on regeneration outcomes)
- supporting the ongoing work of Ōtākaro Limited
- making sure that inheriting agencies continue to prioritise the most critical recovery issues until they are resolved or can be addressed through agency business-as-usual processes
- leading and supporting the collation and embedding of learning and knowledge from the Canterbury earthquakes, to inform future (national and international) recovery actions, and
- providing policy advice on the regeneration of greater Christchurch, and monitoring and reporting on overall progress.

Strategic focus

Leaving Christchurch stronger.

WHERE WE WILL BE IN FOUR YEARS

GCG will be looking to further build upon these strategic partnerships, and continue to provide the critical institutional 'glue' needed to support the local and national agencies to work together to regenerate Christchurch.

Our medium-term priority is to support local institutions to undertake their roles effectively, and support a long-term transfer of responsibility back to the local level. For example, we supported the Waimakariri District Council to develop a draft Waimakariri Residential Red Zone Recovery Plan, started transitioning responsibility of the Horizontal Infrastructure Governance sub-committees to the Christchurch City Council and supported the Christchurch City Council in producing the monthly Future Christchurch Update publication delivered to households in greater Christchurch. Our partnership with local institutions will continue over the next four years.

By the end of year four, Regenerate Christchurch will be delivering on its purpose and the objectives in the Greater Christchurch Regeneration Act, and will be well-prepared for its future transition to Christchurch City Council. As this work progresses, the resourcing requirements for GCG are projected to reduce, and by the end of year four will have transitioned into a small ongoing support role hosted within the wider Department.

HOW WE WILL MEASURE OUR PROGRESS

We will also monitor the experiences of our key stakeholders, to track how well we are undertaking our leadership role.

Finally, the quality of the policy advice and reporting we provide on the regeneration will be assessed using both satisfaction surveying and a methodologically robust quality assessment process.

We will also measure our progress by tracking Priority Recovery Indicators. These indicators will show us whether:

- there is overall improvement in the wellbeing of the people and communities most affected by the earthquakes
- the repair and rebuild of infrastructure and facilities (i.e. the public sector rebuild) is progressing to completion
- the residential repair and rebuild is effectively supporting greater Christchurch recovery/regeneration
- central Christchurch is becoming an accessible, active, vibrant and attractive place for people to live, work and visit, and
- economic momentum is being sustained in a post-earthquake environment.

By year four we expect clear evidence of recovery and regeneration outcomes against these indicators being delivered at an acceptable pace and to a satisfactory standard.

CERA Transition Arrangements

In May 2015 CERA began preparation of a plan for transitioning the recovery to long-term arrangements. The proposals for transitioning central government's role in the recovery to long-term arrangements were developed in consultation with the Advisory Board on Transition, CERA's strategic partners and central government agencies.

The Greater Christchurch Earthquake Recovery: Transition to Regeneration (Transition Recovery Plan October 2015) was released on 22 October 2015. The transitions arrangements are summarised below:

Inheriting Agencies and Summary of Responsibilities	
Ministry of Business, Innovation and Employment (MBIE)	Supporting the residential rebuild and monitoring the procurement of the public sector rebuild.
Ministry of Health (MOH) working in partnership with the Canterbury District Health Board (CDHB)	Leadership, oversight and coordination to support psychosocial recovery. Partners include a range of national and local organisations, such as the Ministries of Social Development and Education, as well as the local authorities that lead community-led recovery.
Land Information New Zealand (LINZ)	Remaining responsibilities for demolitions and clearances of Crown-owned properties and interim management of Crown-owned land in the central city and residential red zones. Also includes Insurance Recoveries.
Greater Christchurch Group (within DPMC)	Responsible for coordinating central government's role in regeneration, including advice to Ministers, administering the new legislation, monitoring and reporting on the overall progress of regeneration, part funding and joint governance of horizontal infrastructure repairs and leading the Recovery Learning and Legacy programme that shares lessons from recovery.
Regenerate Christchurch	A joint Crown Christchurch City Council entity which will oversee the long-term development and enhancement of Christchurch, initially focusing on the central city, Christchurch's residential red zone and New Brighton.
Ōtākaro Limited	A Crown-owned company responsible for delivering, on behalf of the Government, Crown-led Anchor Projects and Precincts outlined in the Christchurch Central Recovery Plan, and divestment of Crown-owned land not required by the Government.

The Treasury also has a role monitoring the performance of Ōtākaro Limited, as part of its business-as-usual monitoring of Crown-owned entities.

The first transition of CERA functions happened on 1 December 2015 with the transfer of functions to MBIE, MOH/CDHB and LINZ.

The second transition of CERA functions occurred on 1 March 2016 with DPMC and MOH/CDHB inheriting further responsibilities from CERA.

Ōtākaro Limited inherited a number of Anchor Projects from the Christchurch Central Development Unit programme of work in April 2016.

On 18 April 2016 CERA was disestablished.

Managing Our Functions – Organisational Health and Capability

WHERE WE WILL BE IN FOUR YEARS

Our staff will think the Department is a fantastic place to work, with our culture, practices and policies all contributing to DPMC being an agile, modern organisation that attracts talented people from all backgrounds. DPMC values diversity in personality, thought, experience and skills, as well as diversity of gender, age and ethnicity.

Leadership capability will have been developed across the Department. Succession planning will be business as usual for key positions within the Department. Staff in all business units will think of themselves as one department and will be engaged in effective career planning, which can include internal rotations.

DPMC will have an outstanding secure information management and communications system that will enable swift, secure and accurate coordination both within the Department and across the State sector.

A robust and resilient OCE will enable greater integration across the Department, ensuring the Department is fit for purpose to meet current and anticipated challenges. DPMC's resilience will be significantly enhanced by the services provided by CASS. MCDEM will have been operating seamlessly for several years as a DPMC business unit, reinforcing DPMC's ability to lead and coordinate the national security system and promote an all hazards approach to national security.

Senior leadership teams will be active in providing advice and support to the Chief Executive, supported by an effective process for monitoring and reporting organisational performance.

PEOPLE

Critical to DPMC's success is the high calibre of staff it employs. We aim to create a workplace where staff are treated – and treat each other – fairly and with respect, are well managed, have personal development opportunities, are strongly encouraged and supported and, where unhelpful, barriers to work are removed as much as possible.

For the newly established GCG in particular, the workforce strategy encompasses the need to continue momentum with the work programme, as well as monitor the functions transitioned to new agencies. The strategy's focus is on:

- 1 continually monitoring and reviewing the roles, responsibilities, systems and structure to ensure GCG is delivering on the strategic goals as effectively and efficiently as possible
- 2 developing leadership capability
- 3 rewarding and recognising outstanding contributions to the recovery of greater Christchurch and celebrating the successes along the way, and
- 4 creating a supportive culture focused on the health, safety and wellbeing of the staff and key internal and external stakeholders.

Being a good employer

Being a 'good employer' and developing and implementing equal employment opportunities for all is critical in supporting and developing our staff. This will ensure we position ourselves so we can compete successfully for staff in coming years. Delivering on our stated outcomes requires excellent leadership, people, culture, relationships and processes to be in place. We intend to ensure our people management practices evolve to be ready for the needs and aspirations of a dynamic workforce. The success of this objective will be measured by continued staff engagement in the Department, a level of high staff morale maintained and confidence and relationships in DPMC, as well as staff perception of fairness and equity in their working environment.

DIVERSITY AND INCLUSIVENESS

DPMC values diversity in personality, thought, experience and skills, as well as diversity of gender, age and ethnicity. Our diversity will be a point of pride for the Department, and means we are offering advice that we wouldn't otherwise have offered, underpinned by the bold and innovative thinking that comes from having a diverse set of backgrounds.

HEALTH AND SAFETY

As people are DPMC's greatest asset, a proactive approach to health and safety is part of the everyday culture of DPMC. To ensure all obligations are met under the Health and Safety At Work Act 2015 and our culture of safety is strengthened, we have refreshed our health and safety policy and updated our safety management systems. Health and safety had been identified as a risk area to be monitored quarterly by the DPMC leadership team. This monitoring underpins the monthly work conducted by the Health and Safety Committee.

SYSTEMS AND PROCESSES

Information and communications technology (ICT) systems

DPMC's ICT services are largely provided by CASS, with secure services provided by GCSB. In close collaboration with the central agencies, CASS has developed an Information Services Strategic Plan which provides common direction for the central agencies' ICT capabilities. Three factors in particular are driving changes in the ICT services that CASS provides to the central agencies and support DPMC work:

- wider State sector reforms toward the establishment of common capabilities, such as Infrastructure as a Service and Desktop as a Service
- the changing requirements of the central agencies and CASS's objectives to meet them in a structured, responsive and flexible manner, and
- the opportunities and challenges presented by recent technology changes, such as cloud computing and the increasing prevalence, mobility and functionality of consumer devices.

Information

Through CASS, DPMC has refreshed and strengthened its information infrastructure, and some of its core business tools, to improve the Department's ability to access, manage, share and preserve its information in an appropriately secure environment.

DPMC continues to support the Government's Open Data initiative in making publicly available information and data the Department holds. DPMC will continue to release data and information while balancing the principles of Open Data with security and privacy considerations.

Shared services arrangements

Since 2012, CASS has provided DPMC with financial, human resource, information technology and information management services in a shared service arrangement and developed the Department's organisational resiliency. The purpose of CASS is to achieve greater efficiency and effectiveness by providing joined-up corporate and support services for DPMC, SSC and the Treasury for less cost, while ensuring such services meet the three agencies' business needs for the future.

MANAGING RISK

The Department's Risk and Assurance Committee will continue to meet regularly to review and assess areas of potential risk, DPMC's range of capabilities and mitigation strategies and report the management of these risks to the Chief Executive. The Committee will continue to be made up of two external members and a DPMC representative.