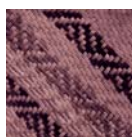
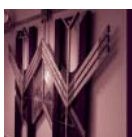


Outcomes



DPMC has one overall outcome and four contributing outcomes. This

section describes our outcomes, the range of operational factors and influences that we have to take into account, our strategies and activities, who we work with, and how we assess whether we are achieving our outcomes.

DPMC's specific outcomes

The overall outcome that DPMC works to achieve is:

GOOD GOVERNMENT, WITH EFFECTIVE PUBLIC SERVICE SUPPORT.

To achieve our overall outcome, we provide the continuity of constitutional and administrative services that helps maintain New Zealand's strong parliamentary democracy. One of our roles is to be the "constitutional and institutional glue" that holds the system together; another is to be the "oil" that allows the free flow of information, advice and policy for government decision making.

Our high-level outcome is also the responsibility of many other parts of the government system, including ministers and the public service as a whole. Along with the two other central agencies – Treasury and the SSC – DPMC is responsible for providing the leadership that enables the public service to carry out the business of government efficiently, effectively and collectively. DPMC works at the point of intersection where ministers, agencies and advice streams come together at the Cabinet table – ensuring that the final decisions of the government have been given effective public-service support at a departmental level.

DPMC has identified four contributing outcomes that it seeks to achieve. They are:

- | | |
|---|--|
| 1 | Decision making by the Prime Minister and Cabinet is well informed and supported. |
| 2 | Executive government is well conducted and continues in accordance with accepted conventions and practices. |
| 3 | The Governor-General is well supported. |
| 4 | The management of domestic and external security and other risks is well planned, informed and co-ordinated. |

These contributing outcomes overlap one another in various ways – with some DPMC business units contributing to several different outcomes. But the ways in which DPMC "makes a difference" can be seen from separately identifying each of these outcomes and considering how DPMC works towards them. Each is discussed in detail under the relevant contributing outcome (see "Contributing Outcomes" on page 21).

maintain trust in government and provide strong social services

Relationship to the government's goals for the public sector

The present government established six goals to guide the public sector in achieving sustainable development:

- strengthen national identity and uphold the principles of the Treaty of Waitangi
- grow an inclusive, innovative economy for the benefit of all
- maintain trust in government and provide strong social services
- improve New Zealanders' skills
- reduce inequalities in health, education, employment and housing
- protect and enhance the environment.

The DPMC's overall outcome clearly supports the government's goal to "maintain trust in government and provide strong social services". Its contributing outcomes support this goal and also contribute to other government goals.

Some issues that affect our outcomes framework

Influences and challenges of the operating environment

DPMC's operating environment has become increasingly complex in recent years. The restructuring of the electoral system, and the consequences of coalition and minority governments is making policy management and

the co-ordination of decision-making processes more challenging. There are now much greater expectations within government – as well as from the general public, stakeholders and political allies – about who is to be consulted on policy making and at what stages of the political process.

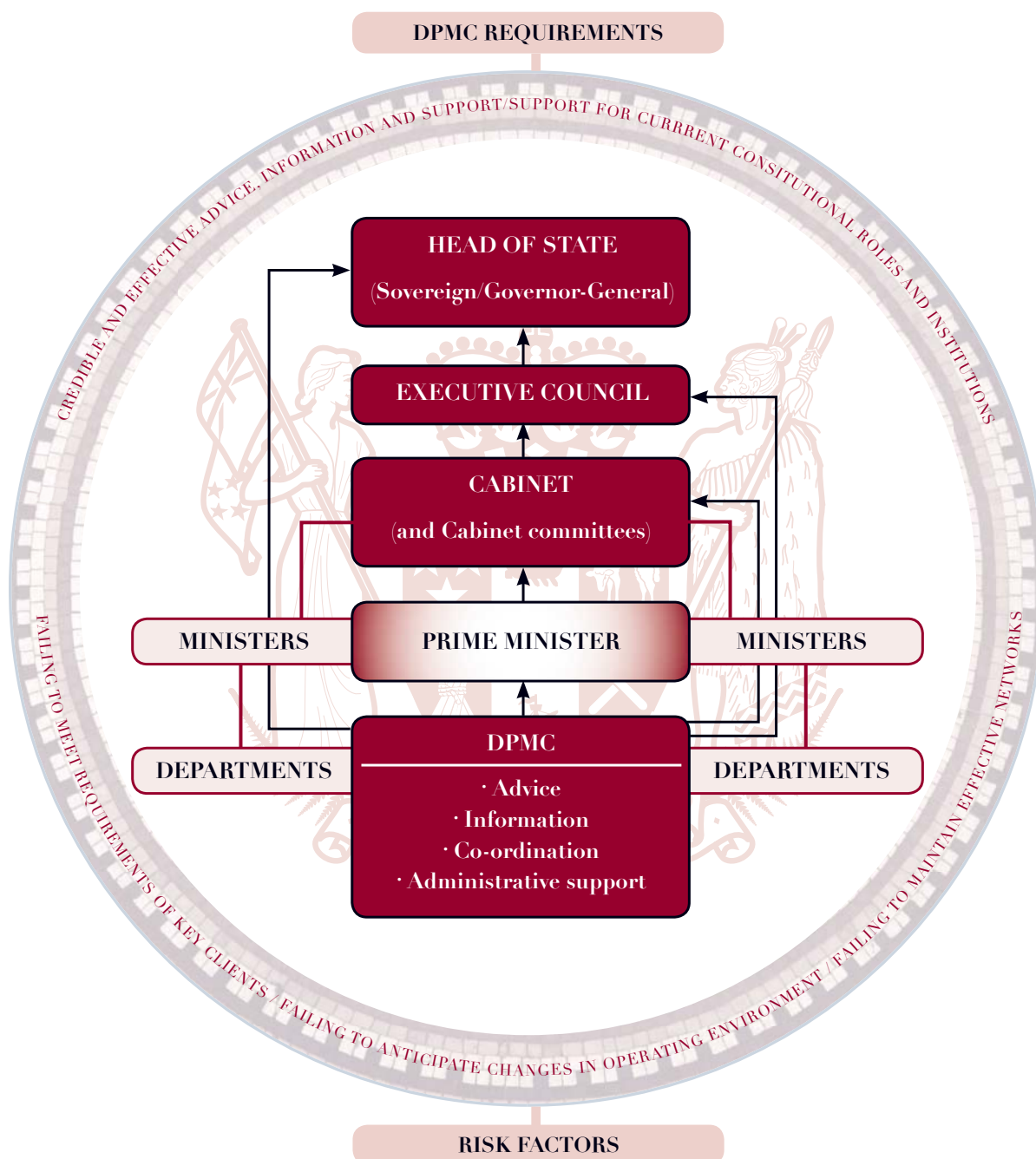
In this environment, an increasingly important role for DPMC is to take account of links with other areas of government policy and to consider the longer-term implications of particular policies.

Interaction between the central agencies

Each of the three central agencies has differing but complementary roles in developing effective outcomes for the public service as a whole. The Treasury seeks to improve the effective and efficient use of state resources and regulatory powers and to improve decision-making and performance-management systems for the state sector. The SSC focuses on producing a high-performing state sector by promoting the development of senior managers and effective public-management systems in the public service.

DPMC's emphasis is on effective support for the decision-making processes of the Prime Minister and the Cabinet. The aim is to ensure that the elected government and its administrative agencies can design and deliver policies and services that improve the lives of citizens, within a framework of stable constitutional government. The diagram on page 17 shows DPMC's areas of responsibility and the various policy and information flows through the system of executive government.

DIAGRAM 1: DPMC'S PLACE IN NEW ZEALAND'S SYSTEM OF GOVERNMENT



DPMC services the central actors, processes and decision-making machinery of the executive branch of government. Its key roles are:

- to provide information, advice and administrative support to the Prime Minister and to the Governor-General
- to support the decision-making machinery and formal processes of executive government
- to promote co-ordination – DPMC supports the point in executive government where the many separate ministers, agencies and advice streams must come together to enable collective decisions and action to be taken.

a system of world-class professional state services

The common purpose of the three central agencies is to create a public-management system that facilitates a high-performing state sector. Treasury and SSC have developed joint protocols for working together with departments. DPMC contributes to the work of the Officials' Policy Committee, which helps provide a more whole-of-government approach on issues by removing obstacles to collaboration between state-sector agencies. Senior managers at the three central agencies have formed a State Sector Performance Group to provide more collaborative direction for all three agencies.

The announcement in March 2005 of the Development Goals for the State Services is an example of the three central agencies working together to create a state sector that is as effective as possible. The development goals are performance aspirations for the state services – with the overall goal being to create “a system of world-class professional state services serving the government of the day and meeting the needs of New Zealanders”. The SSC is the lead central agency for this initiative, but the DPMC will play a key role in helping to implement the development goals that relate to networking, co-ordination and the accessibility of state services.

Evaluation and measurement

There are no objective overall measures of “good government” currently available. Indices and survey data on measures such as the transparency of government policy, level of human development, honesty of public officials, lack of political corruption, and so on are available

from a range of international sources, but none of these are directly applicable to the specialised nature of DPMC's outcomes and activities.

In terms of performance indicators, DPMC relies on a number of standard quantitative and qualitative measures that have been developed for its Statement of Forecast Service Performance. Both types of data relate closely to the department's key servicing functions, and provide measures of satisfaction about the services provided to our key customers (the Governor-General, the Prime Minister and Cabinet) or statistical data on levels of achievement reached. The measures chosen provide assurance that these services, as part of the DPMC's outputs, are being provided at acceptable levels – and that because these outputs feed directly into the department's four contributing outcomes they also are being achieved satisfactorily.

Each year DPMC conducts evaluations of some of its activities. For example, any response to an actual security event involving ODESC (Officials' Committee for Domestic and External Security Coordination) is evaluated to identify areas for organisational improvement. Counter-terrorism exercises are independently evaluated and improvement action plans are prepared as a result of the evaluation. The department's information-systems security was independently audited in 2004.

These evaluations provide an independent check that systems, processes and activities are of an acceptable standard – and provide opportunities for improvement and learning within DPMC.

specialised services that need to be delivered by dedicated units

Assessing DPMC's impact

Achieving DPMC's outcomes depends on the work of other departments and agencies. This has been discussed in the context of the interaction with other central agencies but it also applies across the public service. The extent of DPMC's contribution or impact varies among its different contributing outcomes and business units.

Rather than being a mechanistic result of particular outputs that can be sourced directly to one department, outcomes provide a strong signal of where the government is heading over the medium to long term. They can be seen as a "progress report" on the effects of government interventions that allows the government to assess (in broad terms) whether it is achieving its aims and where it needs to put in greater effort.

Alternative approaches and cost effectiveness

Many of DPMC's specialised co-ordination and centre-of-government functions are not the kind of activities that have obvious alternative outputs for delivering them. By their very nature, they are specialised services that need to be delivered by dedicated units free from the distractions of other tasks and responsibilities.

There seem to be obvious synergies from having all centre-of-government functions under the same umbrella, with the Prime Minister, Cabinet and the Governor-General all being advised and serviced by one agency. The cost-effectiveness of DPMC's current service functions is difficult to analyse, as there are no obvious alternative arrangements to compare them against. DPMC's activities – including their cost effectiveness – are subject to the scrutiny of the Auditor-General and Parliamentary select committees. The annual Budget round and regular feedback from key stakeholders provide other means of assessing DPMC's cost effectiveness.

CHART 1: OUTCOME AND PLANNING FRAMEWORK

Credible and effective advice, information and support/Support for current constitutional roles and institutions

Failing to meet requirements of key clients/Failing to anticipate changes in operating environment/Failing to maintain effective networks

What we are trying to achieve

System-level outcome: The government's six goals for guiding the public service in achieving sustainable development.

DPMC's overall outcome: "good government, with effective public service support". This high-level outcome – through the DPMC's advisory, information and co-ordination roles – supports all six of the government's sustainable development goals.

DPMC'S CONTRIBUTING OUTCOMES:

1. Decision making by the Prime Minister and Cabinet is well informed and supported.
2. Executive government is well conducted and continues in accordance with accepted conventions and practices.
3. The Governor-General is well supported.
4. The management of domestic and external security and other risks is well planned, informed and co-ordinated.

How we go about achieving our outcomes

WE PROVIDE:

- advisory, information and co-ordination services to the Prime Minister and Cabinet
- secretariat services to Cabinet and the Executive Council – including the accurate recording of Cabinet decisions
- advice and support on the processes of Cabinet government
- a co-ordinated public-service response to key issues
- constitutional advice and support
- administration for the New Zealand Royal Honours system
- support for the Governor-General's community and ceremonial roles
- cost-effective maintenance of the Governor-General's residences
- co-ordination of advice and inter-agency response to crises and threats
- assessment of external issues that could affect New Zealand's interests.

Working with other key agencies: DPMC works closely with the Treasury, the State Services Commission, defence and security agencies, and the Ministry of Foreign Affairs and Trade. Working relationships are maintained with other public-service agencies on an issue-by-issue.

DPMC OUTPUTS:

- 1 – Policy advice and secretariat and co-ordination services
- 2 – Support services to the Governor-General and maintenance of the residences
- 3 – Intelligence assessments on developments overseas.

KEY PROCESSES:

- developing stronger policy and co-ordination networks
- enhancing DPMC's infrastructure and implementing an integrated information-management strategy
- enhancing continuous improvement initiatives through external reviews and evaluations.

Measuring our success

PERFORMANCE ASSESSMENT THROUGH:

- qualitative assessments of DPMC's advisory, information and co-ordination services by the Prime Minister, Governor-General, ministers,

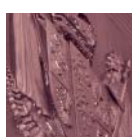
key clients within the public service, and interdepartmental groups of officials.

- reviews by external evaluators of activities or exercises involving DPMC
- statistical measures for the Cabinet Office's secretariat functions to Cabinet.

DPMC Requirements

Risk Factors

Contributing outcomes



The contributing outcomes are the steps being taken towards DPMC's overall outcome

– “good government, with effective public service support”. Each of the contributing outcomes provides information on why it has been chosen, how it is being achieved, the role of other agencies, and how progress is being assessed or measured.

Contributing outcome 1:

DECISION MAKING BY THE PRIME MINISTER AND CABINET IS WELL INFORMED AND SUPPORTED

Why this contributing outcome matters

The Prime Minister, as the head of the executive branch of government, has the task of forming and maintaining a government. The Prime Minister plays an important role in maintaining and co-ordinating the government by overseeing its general policy direction. As the chair of Cabinet, the Prime Minister approves the agenda, leads the meetings and is the final arbiter of Cabinet procedure.

Ministers work together as a collective Cabinet to take decisions on a vast range of policy and administrative issues. Individually and collectively, ministers can then publicly promote and account for those decisions to Parliament and to the community. Government, including its various agencies, is a complex and multilevel system. The DPMC and the wider public service support the Prime Minister and ministers by ensuring that they are provided with good information and advice on which they can base decisions.

The main risk in this area is that the public service generally – or in specific areas – fails to supply the necessary advice and support on time and to the required standard. Lack of adequate policy advice or co-ordination services could lead to poor-quality decision making by Cabinet.

How DPMC makes its contribution

“Good government” depends on the effective functioning of executive government decision-making processes. The DPMC has a key role to play in promoting the effective operation of the public service to ensure that the Prime Minister and Cabinet have the administrative support to carry out the government's business in a collective, well co-ordinated and organised way.

Most of the individual business units within DPMC are involved in achieving this contributing outcome, although the main responsibility rests with the Policy Advisory Group and the Cabinet Office.

The **Policy Advisory Group** provides comment and assistance to ensure that final Cabinet papers provide a good basis for collective decision making by ministers. It also assists departments to make links with other agencies that are working on related issues.

The **Cabinet Office** administers the Cabinet decision-making system, including a range of requirements that ensure issues are presented to Cabinet in a way that supports good decision making. It records the decisions of Cabinet and communicates them to relevant ministers and departments.

The **Domestic and External Security Group** (DESG) provides information and advice to the Prime Minister on security, emergency management, and related issues in New Zealand and overseas. It actively promotes inter-agency co-operation for managing a broad range of risks. The **External Assessments Bureau** (EAB) contributes through assessments and reports to the Prime Minister on external

Staff recruitment and retention remain essential.

developments that could significantly affect New Zealand's interests. (The work of both these business units is discussed in greater detail under Contributing Outcome 4.)

DPMC needs to ensure that it has the capacity to respond in a deep, rapid and appropriate way to the Prime Minister's needs (and those of other ministers as required). It runs the risk of becoming sidelined if its advice is not seen as relevant or adequate, including losing information flows from other departments that have been built up over time. DPMC, as part of its information systems plan for the department, is looking at upgrading its systems in the policy area.

Staff recruitment and retention remain essential. There is a risk when key staff members leave of losing institutional memory and understanding of what has gone on before. The Policy Advisory Group is aiming to have all its positions filled for at least 80 per cent of the year. It is also looking to build a stronger network of former staff who are now working elsewhere in the public service. The aim is to develop a more robust policy group that has strong information and personal networks.

The activities of the DPMC's business units for this contributing outcome can be grouped under three strategic areas.

Aligning state-sector support for effective Cabinet decision making: the DPMC provides the Prime Minister and ministers with the information and advice needed to support good decision making. As part of this role, it works with a wide range of other agencies to support the collective decision-making processes of Cabinet government.

Key ongoing *advisory* services for the Policy Advisory Group in 2005/06 include:

- commenting on draft papers and providing briefings to the Prime Minister across all areas of government business
- providing advice and support to government agencies – helping to remove bottlenecks in the flow of departmental policy making

Key ongoing *co-ordination* activities for the Policy Advisory Group in 2005/06 include:

- participating in a wide range of officials' committees
- attending Cabinet committee meetings in an advisory and support capacity, co-ordinating follow-up work, and informing officials (where necessary) of the wider context within which decisions have been made
- providing co-ordination in policy development to ensure that strategic connections are made – sustainable development activities remain an important focus for this activity.

Key ongoing *secretariat and advisory* services for the Cabinet Office in 2005/06 include:

- providing impartial secretariat services to the Executive Council, Cabinet and Cabinet committees
- giving advice and support to ministers, ministerial staff and public-service agencies on the policies, processes and procedures relating to the Executive Council, Cabinet and Cabinet committees as set out in the *Cabinet Manual, Step by Step Guide* and other circulars that the office issues

- investigating ways of improving the information-management systems that underpin the office's secretariat and advisory services
- supplying information and briefings on Cabinet procedures to departments and ministerial staff
- providing advice and support for the New Zealand Royal Honours system.

Key ongoing *co-ordination* services for the Cabinet Office in 2005/06 include:

- ensuring that the decisions of Cabinet and Cabinet committees are clearly conveyed to ministers and officials as quickly as possible
- maintaining a record of all Cabinet decisions

as this provides the core documentation of executive government policy and its development over time and between administrations

- helping to co-ordinate the government's legislative programme.

Responding to emerging policy issues: DPMC needs to maintain sufficient capability to respond rapidly at an administrative level to new policy issues that require close monitoring by senior ministers. Recent examples of this "troubleshooting" and issues-management role include the Climate Change Project and the Foreshore and Seabed group, both of which were housed in DPMC. There are no plans for similar arrangements in 2005/06.

Working with central agencies to improve state-sector performance: as a central agency, DPMC works with the Treasury and the SSC on a number of fronts to support government and provide leadership within the state sector. **All three agencies have a shared interest in a high-performing, trusted and accessible state sector, delivering the right things in the right way at the right prices.** This is an outcome to which all three agencies contribute, through their respective contributing outcomes.

During 2004/05 the three chief executives, John Whitehead, Mark Prebble and Maarten Wevers, made a commitment to develop better approaches to working together on shared outcome work. Initially, the focus is on building a clearer picture of each agency's separate business and the respective contributions that each agency will expect of the others in carrying out that business. The agencies will also focus on building greater co-ordination and collaboration in their respective planning processes. For 2005/06, this will involve more collective environmental scanning to support the development of a shared central-agency understanding of the state-sector operating environment over the next five years. This should help build understanding and relationships to support improved cross-agency planning in future.

To improve state-sector performance, we are already working together in a couple of important areas, which we plan to take further during 2005/06:

- The passing of the new Crown Entities Act and the amendments to the State Sector Act provides an opportunity to improve performance across the state sector and Crown entities. Individual central agencies lead different aspects of this work – for example, the SSC takes the lead role on ethics and values and Treasury on financial powers and delegations. As a group, we will be considering the way in which the central agencies can work together to maximise results and provide Crown entities with clear and consistent "central-agency" messages.
- We plan to develop a system that enables the central agencies to identify emerging performance problems early within poorly performing agencies and develop a process for dealing with them. Poor agency performance needs to be rectified promptly as it has a high cost to ministers, central agencies, and, ultimately, those using the services.



Working with others

As has been discussed, DPMC works closely with the other two central agencies (the Treasury and the SSC) to promote the capability and the performance of the public service in servicing this contributing outcome. On specific issues, DPMC works with a range of government departments that may be the lead agencies in terms of policy development. An example of this is in the area of sustainable development, where DPMC has a support and co-ordinating role that backs up the more specific activities and interventions of other government departments and agencies.

Assessing our progress

The assessment criteria of quality, quantity, timeliness, and cost for the department's outputs and Statement of Forecast Service Performance will be used to measure our progress towards contributing outcome 1. The specific outputs involved are:

- 1 – Policy advice and secretariat and co-ordination services
- 3 – Intelligence assessments on developments overseas.

The Prime Minister, ministers, and other key clients within the public service provide regular feedback on their satisfaction with the services provided. Information on any external reviews or evaluations of particular services or activities will be reported on in our annual report as part of assessing the progress we are making.

**CHART 2: DECISION MAKING BY THE PRIME MINISTER
AND CABINET IS WELL INFORMED AND SUPPORTED**

Credible and effective advice, information and support/Support for current constitutional roles and institutions

What we are trying to achieve

Purpose of this outcome: to ensure the public service provides the Prime Minister and ministers with sound information and advice on which to base Cabinet's and the government's collective decisions. DPMC's activities are centred on:

- aligning state-sector support for effective cabinet decision making
- responding to emerging policy issues
- working with central agencies to improve state-sector performance.

Failing to meet requirements of key clients/Failing to anticipate changes in operating environment/Failing to maintain effective networks

How we go about achieving our outcomes

Our contribution: most of the DPMC's business units are involved in achieving this contributing outcome. The Policy Advisory Group ensures that advice from departments provides a sound basis for collective decision making; the Cabinet Office administers and co-ordinates Cabinet decision making; the Domestic and External Security Group provides advice and co-ordinates the government's response to various risks; and the External Assessments Bureau provides assessments and reports on significant external developments.

Working with other key agencies: in developing a public service capable of providing the high level of support required by the Prime Minister and Cabinet, DPMC works mainly with the

two central agencies (Treasury and the State Services Commission). It works with other public agencies as necessary on specific issues.

DPMC OUTPUTS:

- 1 – Policy advice and secretariat and co-ordination services
- 3 – Intelligence assessments on developments overseas.

KEY PROCESSES:

- developing stronger policy and co-ordination networks
- enhancing DPMC's infrastructure and implementing an integrated information-management strategy
- enhancing continuous improvement initiatives through external reviews and evaluations.

Measuring our success

PERFORMANCE ASSESSMENT THROUGH:

- qualitative assessments of DPMC's advisory, information and co-ordination services by the Prime Minister, ministers, key clients within the

public service, and interdepartmental groups of officials as part of Outputs 1 and 3

- statistical measures for the Cabinet Office's secretariat functions to Cabinet
- reviews by external evaluators of activities or exercises involving DPMC.

DPMC
Requirements

Risk
Factors



Contributing outcome 2:

EXECUTIVE GOVERNMENT IS WELL CONDUCTED AND CONTINUES IN ACCORDANCE WITH ACCEPTED CONVENTIONS AND PRACTICES

Why this contributing outcome matters

Executive government comprises the Governor-General, the Prime Minister, other ministers of the Crown, and the public service. Continuity in this context has two main focal points:

- the *ongoing conduct* of government business within accepted conventions and practices – that is, the various laws, conventions, principles and procedures that make up the framework within which democratic government is conducted in New Zealand
- the smooth *transfer of power* between successive administrations, prime ministers, ministers, and governors-general.

At the heart of New Zealand's democratic political system is stable and continuing executive government that is accountable to an elected House of Representatives. New Zealand is one of the longest-running democracies in the world – and a necessary part of this continuity is the smooth transfer of power between successive administrations, prime ministers and ministers following elections. This is particularly so under our proportional representation electoral system, which is likely to result in more complex (and potentially lengthy) government-formation processes.

The New Zealand constitution is not found in one place or document – it is an amalgam of legislation, decisions of the courts, and practices and conventions. Ministers need to have complete trust in the integrity, impartiality, discretion, judgement, and expertise of the Cabinet Office in its role of providing advice and support on the proper conduct of government business within accepted conventions and practices. The major risk in this area for the DPMC is that a lack of understanding – or misunderstandings – about the laws, conventions, principles, and procedures that underpin democratic government in New Zealand could place at risk the continuing operation of executive government within those accepted laws and conventions.

How DPMC makes its contribution

The **Cabinet Office** is the primary contributor to this outcome. It is the recognised source of expert knowledge on the systems of Cabinet and executive government – and is absolutely scrupulous in maintaining impartiality between administrations, agencies and individual ministers.

Maintaining constitutional propriety and relationships: the Cabinet Office's most important role under this contributing outcome is to ensure that constitutional procedures, such as the appointment of ministers, are well managed and administered correctly. It does this by providing advice to the Governor-General, the Prime Minister and ministers on constitutional, policy and procedural issues. The Cabinet Office also administers the process for the change of Governor-General.

Absolutely scrupulous in maintaining impartiality

Key activities for 2005/06 are:

- to provide constitutional and procedural advice during the 2005 election – including guidelines on the scope of the government’s actions during the pre-election period, the government-formation process after the election, the role of caretaker governments, and briefings for incoming ministers
- to provide administrative support for the change of Governor-General in 2006
- to continue the normal range of support services on constitutional matters, such as the appointment of new ministers and advice on the progress and outcomes of the inquiry being conducted by the Constitutional Arrangements Committee.

Communicating key messages: as part of this priority area, the Cabinet Office contributes to a wider awareness and understanding of the structures and processes of government. It does this by informing the public service – and the wider public – about the formal roles, conventions, and workings of the system of executive government. This information needs to be accessible and understandable, and is published in a number of forms – including the *Cabinet Manual*, the *Step by Step Guide*, Cabinet Office circulars, and on DPMC’s website www.dPMC.govt.nz.

Some key activities for 2005/06 are:

- issuing Cabinet-approved guidance on election-related issues, such as decision making in the pre-election period and the operation of the caretaker convention
- ensuring that information about the role of the Governor-General in the post-election period

is clearly communicated and easily available.

Working with others

The Cabinet Office within DPMC has the central responsibility for Contributing Outcome 2. In carrying out its functions, it works with the Crown Law Office, the Ministry of Justice, the SSC, and Treasury.

Assessing our progress

The assessment criteria of quality, quantity, timeliness, and cost for the department’s outputs and Statement of Forecast Service Performance will be used to measure our progress towards contributing outcome 2. The specific outputs involved are:

- 1 – Policy advice and secretariat and co-ordination services.

The Prime Minister, ministers within Cabinet, and other key clients within the public service provide regular feedback on their satisfaction with the services provided. Information on any external reviews or evaluations of particular services or activities will be reported on in our annual report as part of assessing the progress we are making.

CHART 3: EXECUTIVE GOVERNMENT IS WELL CONDUCTED AND CONTINUES IN ACCORDANCE WITH ACCEPTED CONVENTIONS AND PRACTICES

Credible and effective advice, information and support/Support for current constitutional roles and institutions


Failing to meet requirements of key clients/Failing to anticipate changes in operating environment/Failing to maintain effective networks



What we are trying to achieve

Purpose of this outcome: to provide the administrative support for the ongoing conduct of government business within accepted conventions and practices; and to ensure that continuity of executive government is maintained during the changes of administrations, prime ministers, ministers and governors-general. DPMC's activities are centred on:

- maintaining constitutional propriety and relationships
- communicating key messages.



How we go about achieving our outcomes


Our contribution: the Cabinet Office is primarily responsible for this contributing outcome. Impartial and expert advice is provided to the Prime Minister, ministers, and the Governor-General on the constitutional issues and procedures that support the conduct and continuity of executive government.

Working with other key agencies: the Cabinet Office works in conjunction with the two other central agencies, the Crown Law Office, and the Ministry of Justice.

DPMC OUTPUTS:
1 – Policy advice and secretariat and co-ordination services.

KEY PROCESSES:

- developing stronger policy and co-ordination networks
- enhancing DPMC's infrastructure and implementing an integrated information-management strategy
- enhancing continuous improvement initiatives through external reviews and evaluations.



Measuring our success

PERFORMANCE ASSESSMENT THROUGH:

- qualitative assessments of DPMC's advisory, information and co-ordination services by the Prime Minister, ministers within Cabinet, and key clients within the public service as part of Output 1
- the provision of timely advice as required by the Prime Minister and the Governor-General.

DPMC Requirements

Risk Factors



Contributing outcome 3:

THE GOVERNOR-GENERAL IS WELL SUPPORTED

Why this contributing outcome matters

The Governor-General is the representative of New Zealand's Head of State, The Queen. The Governor-General's important constitutional, ceremonial and community roles are interlinked and support one another in various ways.

The Governor-General's *constitutional* duties ensure the continuity and legitimacy of government – such as summoning, suspending and dissolving Parliament; assenting to Bills; appointing ministers; and presiding over meetings of the Executive Council. In exercising the powers and functions of office, the Governor-General, like the Sovereign, acts on the advice of ministers. By convention, the Governor-General acts on the advice of ministers unless the government of the day has lost the confidence of the House of Representatives.

The Governor-General's *ceremonial* role includes the opening of new sessions of Parliament, welcoming visiting Heads of State, receiving the credentials of foreign diplomats, and holding investitures where honours awarded to New Zealanders are formally presented. The Governor-General helps to promote New Zealand's interests overseas through official visits. DPMC, including Government House, works closely with the Ministry of Foreign Affairs and Trade in planning her visits.

In her *community* role, the Governor-General provides non-partisan leadership in the community through speeches, being the patron of charities and community groups, attending functions, and visiting groups throughout New Zealand.

Because of her key role in New Zealand's system of government, effective support for the Governor-General by DPMC is a key contributor to its overall outcome of "good government". Maintaining the credibility of the person and office of the Governor-General is integral to the effective performance of her constitutional and ceremonial roles.

The main risk for the DPMC is that the standing of the Governor-General is damaged by her not receiving advisory and administrative support services of a sufficient standard for the representative of the Head of State.

The Wellington and Auckland Government Houses provide the venues for many of the official functions carried out by the Governor-General. They are also historic places and must be maintained to the required standards. A \$3 million contract has just been completed to develop new services and reception areas for the house in Auckland. This has brought the house up to the required standards for hosting important official functions in Auckland.

Supporting the Governor-General's ceremonial and community roles

How DPMC makes its contribution

The two principal business units within DPMC for achieving this contributing outcome are the Cabinet Office and Government House.

They contribute in two strategic areas.

Maintaining constitutional propriety and relationships: the **Cabinet Office** provides advice and administrative support to the Governor-General on a range of constitutional and procedural issues. As Clerk of the Executive Council, the Secretary of the Cabinet is responsible for liaising between the Governor-General and the government of the day, and has overall responsibility for policy and administration of the office of the Governor-General.

Supporting the Governor-General's ceremonial and community roles: **Government House** provides all other services needed to support the office of the Governor-General. These include: official functions and hosting of State occasions at Government House; personal support services for the Governor-General; financial, communications, administrative, and advisory services; and support services for the Governor-General's international travel programme. Government House also oversees the maintenance and development of the grounds and residences in Wellington and Auckland. The Honours Secretariat of the Cabinet Office works closely with Government House in organising the ceremonies, held twice a year, to present honours awarded to New Zealanders under the New Zealand Royal Honours system.

Working with others

Supporting the Governor-General is a direct responsibility of DPMC through the Cabinet Office and Government House. Other government departments or agencies are consulted as required on particular issues – for example, the Ministry of Foreign Affairs and Trade when the Governor-General represents New Zealand overseas. Advisory committees have been established to advise the Governor-General on development of the gardens at the residences in Wellington and Auckland. The department will also be working with other agencies and drawing on expert advice to implement the government's policy on the management of New Zealand's historic heritage in relation to Government House.

Assessing our progress

The assessment criteria of quality, quantity, timeliness, and cost for the department's outputs and Statement of Forecast Service Performance will be used to measure our progress towards Contributing Outcome 3. The specific outputs involved are:

- 2 – Support services to the Governor-General and maintenance of the residences.

The Governor-General provides regular feedback on her satisfaction with the services provided. Information on any external reviews or evaluations of particular services or activities will be reported on in our annual report as part of assessing the progress we are making.

CHART 4: THE GOVERNOR-GENERAL IS WELL SUPPORTED

Support for current constitutional roles and institutions

What we are trying to achieve

Purpose of this outcome: to ensure that the Governor-General's important roles in the New Zealand constitutional and political system can be carried out effectively. This involves maintaining the credibility of the person and

office of the Governor-General by providing the highest-quality advice and administrative support. DPMC's activities are centred on:

- maintaining constitutional propriety and relationships
- supporting the Governor-General's ceremonial and community roles.

Failing to meet requirements of key clients/Failing to anticipate changes in operating environment

How we go about achieving our outcomes

Our contribution: the Cabinet Office provides advice and administrative support on constitutional and procedural issues. Government House provides all other services – including maintenance of the residences in Auckland and Wellington – that allow the Governor-General to carry out her ceremonial and community roles.

Working with other key agencies: other government agencies are consulted as needed for particular issues. Advisory committees provide advice on the development of the gardens at the residences.

DPMC OUTPUTS:

2 – Support services to the Governor-General and maintenance of the residences.

KEY PROCESSES:

- enhancing DPMC's infrastructure and implementing an integrated information-management strategy
- enhancing continuous improvement initiatives through external reviews and evaluations.

Measuring our success

PERFORMANCE ASSESSMENT THROUGH:

- regular assessments by the Governor-General of her satisfaction with the services provided by Government House and other business units of DPMC as part of Output 2.

DPMC
RequirementsRisk
Factors



Contributing outcome 4:

THE MANAGEMENT OF DOMESTIC AND EXTERNAL SECURITY AND OTHER RISKS IS WELL PLANNED, INFORMED AND CO-ORDINATED

Why this contributing outcome matters

New Zealand government decision making takes place in a “globalising” world – a world in which seemingly fixed cultural, economic, geographic, political, and linguistic boundaries are now dissolving. Events in other parts of the world have increasingly important implications for New Zealand and New Zealand policy makers. Globalisation also means a less certain world – and in international affairs its effect on closed-in authoritarian regimes has been to produce unpredictable responses. The rise of terrorist attacks of a trans-national nature also seems, in part, to be a reaction to the forces of globalisation.

Risks to New Zealand’s wellbeing can arise from a broad range of circumstances – including threats to national security, terrorist activities, natural disasters, and bio-security hazards. With the use of effective planning and co-ordination processes in government, these risks can be managed to reduce the possibility of a particular adverse event occurring and to lessen the severity of its impact if it does occur. “Good government” for DPMC is assessing, monitoring and responding to risks and threats – foreseen and unforeseen – in a timely and structured way.

The major risks for DPMC are in the areas of specialist staff, information sources, and responsiveness. The department’s External Assessments Bureau

(EAB) requires staff with multi-disciplinary backgrounds capable of becoming knowledgeable not only about particular regions of the world but also about specialist technical subjects. If the bureau’s reports do not meet the required standards of relevance, accuracy, and usefulness, then credibility is lost with policy makers.

The department’s Domestic and External Security Group (DESG) requires staff that are multi-skilled and capable of developing strategies, providing leadership in policy development, applying risk-management approaches, and promoting effective inter-agency coordination across a wide range of government departments and agencies. Responsiveness is at risk if DESG, because of resource constraints, is unable to effectively carry out its co-ordination role in the event of a security risk.

How DPMC makes its contribution

Within DPMC, the **EAB** and the **DESG** have the prime responsibility for this contributing outcome through their advisory, planning, co-ordination, assessment, and reporting functions.

Increasing New Zealand’s understanding of the external environment: the reports produced by the EAB are intended to inform the Prime Minister, other senior ministers, senior government officials, and New Zealand’s diplomatic representatives overseas about *external* political, economic, security, strategic, environmental, scientific, and biographic developments of significance to New Zealand’s national interests. Environmental, health, bio-security, and scientific issues are becoming of increasing importance in the EAB’s work.

manage risks and deal with events

EAB's reports are as objective as possible and do not contain policy advice or advocacy. Reports on specific issues often have a short timeframe, but some horizon scanning is also done that looks ahead two or three years. Watch group reports are also produced when an urgent situation demands intensive monitoring.

Maintaining security co-ordination and responsiveness: DESG focuses on policy and planning – helping to make central government better organised to manage security risks. It works closely with DPMC's Policy Advisory Group – with DESG taking the lead advisory role if an issue has a security aspect. DESG's activities are based around preparedness and dealing with events as they unfold – often under the direction of the Officials' Committee for Domestic and External Security Coordination (ODESC), which is headed by the Chief Executive of the DPMC. The group's activities range across everything from "security of the nation" through to responding to civil emergencies such as floods.

The interrelationship and quite distinct roles of EAB and DESG can be seen when New Zealand troops are deployed overseas. EAB provides information at a strategic level on the broad background and operational environment of the area where the troops will be stationed. DESG works with the Ministry of Defence, the New Zealand Defence Force, and the Ministry of Foreign Affairs and Trade to co-ordinate policy consideration by the government before and during the deployment.

Specific ongoing activities for DESG during 2005/06 include:

- leading inter-agency planning for risks, providing comprehensive advice to the government, and co-ordinating government responses to terrorism and to other crises – for example, through interdepartmental watch groups that are set up to monitor major issues and to oversee inter-agency action
- developing the collective capacity of government agencies to manage risks and deal with events, through undertaking and assessing event simulations and exercises, and reviewing the lessons learned from responding to actual events
- setting and monitoring the implementation of standards and procedures for the protection of sensitive government information
- ensuring that the foreign-intelligence needs of government agencies are appropriately identified and given sufficient priority, and that New Zealand's foreign-intelligence collectors are informed of these needs.

EAB's key activities for 2005/06 are:

- preparing assessments on political, economic, environmental, biographic, strategic, military, and scientific matters.

Working with others

Both EAB and DESG require good relationships with a wide range of outside-agency contributors. EAB has close relationships with the Ministry of Foreign Affairs and Trade – and, depending on the issue, DESG works with public-sector agencies



regular feedback on their satisfaction with the services provided

such as, Agriculture and Forestry, Fisheries, Customs, Health, the Police, Treasury, and NZAID. DESG's co-ordination role extends across the public service on an issue-by-issue basis.

Assessing our progress

The assessment criteria of quality, quantity, timeliness, and cost for the department's outputs and Statement of Forecast Service Performance will be used to measure our progress towards Contributing Outcome 4. The specific outputs involved are:

- 1 – Policy advice and secretariat and co-ordination services
- 3 – Intelligence assessments on developments overseas.

The Prime Minister, senior ministers and officials provide regular feedback on their satisfaction with the services provided – which include assessments and reports from EAB; and advisory and co-ordination services from DESG. Information on any external reviews or evaluations of particular services or activities will be reported on in our annual report as part of assessing the progress we are making.

EAB's principal strategic assessments are received and issued as national assessments by an inter-departmental National Assessments Committee, which includes representatives from a number of agencies: Ministry of Defence, the New Zealand Defence Force, Ministry of Foreign Affairs and Trade, Government Communications Security Bureau, New Zealand Security Intelligence Service, and DESG. The inter-departmental officials' committee ODESC also reviews EAB's performance annually.

CHART 5: THE MANAGEMENT OF DOMESTIC AND EXTERNAL SECURITY AND OTHER RISKS IS WELL PLANNED, INFORMED AND CO-ORDINATED

Credible and effective advice, information and support

What we are trying to achieve

Purpose of this outcome: to ensure that risks and threats to New Zealand of whatever kind are assessed, monitored, managed, and responded to in a structured and timely way.

DPMC's activities are centred on:

- increasing New Zealand's understanding of the external environment
- maintaining security co-ordination and responsiveness.

How we go about achieving our outcomes

Our contribution: DPMC's Domestic and External Security Group (DESG) and its External Assessments Bureau (EAB) are responsible for this outcome through their advisory, planning, co-ordination, assessment, and reporting functions. DESG has the advisory and co-ordinating role; EAB produces objective assessments and reports on significant external risks.

Working with other key agencies: working relationships are formed with other agencies on an issue-by-issue basis. EAB has close relationships with the Ministry of Foreign Affairs and Trade and the other intelligence agencies – and DESG's co-ordination role extends across the public service on an issue-by-issue basis.

DPMC OUTPUTS:

- 1 – Policy advice and secretariat and co-ordination services
- 3 – Intelligence assessments on developments overseas.

KEY PROCESSES:

- developing stronger policy and co-ordination networks
- enhancing DPMC's infrastructure and implementing an integrated information-management strategy
- enhancing continuous improvement initiatives through external reviews and evaluations.

Measuring our success

PERFORMANCE ASSESSMENT THROUGH:

- qualitative assessments of DESG's advisory and co-ordination services and EAB's assessments
- and reports by the Prime Minister, senior ministers and officials, and interdepartmental groups of officials as part of Outputs 1 and 3.
- reviews by external evaluators of activities or exercises involving DESG.

Failing to meet requirements of key clients/Failing to anticipate changes in operating environment/Failing to maintain effective networks

DPMC
Requirements

Risk
Factors

