

DEPARTMENT
of the PRIME MINISTER
and CABINET



Statement of Intent

2008 – 2013

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INTRODUCTION FROM THE CHIEF EXECUTIVE

The key role of the Department of the Prime Minister and Cabinet (DPMC) is to support executive government at the heart of New Zealand's parliamentary democracy. We advise the Prime Minister and the Governor-General, and help provide coordination and leadership across the public service to facilitate the achievement of the government's policy objectives.

This year, there will be a general election. A number of departmental staff, particularly in the Cabinet Office, will have important roles to play both in the lead-up to the election and in the period following, when a new administration is formed and ministers take up office. It is crucial to the effective functioning of New Zealand's democracy and to the maintenance of trust in our parliamentary and electoral systems that executive government receives the administrative support required for its continuance in accordance with accepted conventions and practices. DPMC has a key role to play in ensuring that continuity, by supporting the incoming government for its full term.

DPMC is charged with providing support to the Prime Minister and Cabinet on a diverse range of policy and administrative issues on which it brings to bear judgement, discretion and effectiveness. The robustness of our processes is particularly tested around the time of a general election and therefore we shall be giving priority attention to preparations for the 2008 election, working with the Ministry of Justice, the Chief Electoral Office, Treasury, the State Services Commission (SSC), and the Crown Law Office.

The Central Agency Review conducted in 2006 outlined a number of areas where DPMC, Treasury and SSC could lift their contributions to whole-of-government effectiveness. Over the next three to five years we shall continue to work intensively with Treasury and SSC on this, with our focus being on cross-agency leadership of issues and on promotion of collaboration between agencies to achieve the government's key policy outcomes. We shall also work with our central agency colleagues to improve the effectiveness of senior public service leaders as they endeavour to lift the performance of their own agencies.

DPMC, along with Treasury, will continue to support SSC in its leadership of the Development Goals for the State Services; and, over the period of this Statement of Intent, new tools to measure performance will be introduced as a means of

identifying where improvements can be made. The Development Goals emphasise the need for the state sector to serve the government of the day and to meet the needs of New Zealanders through being accessible and coordinated, and delivering value for money. Building and sustaining trust in the state sector is perhaps the key Development Goal, one in which this department has a crucial role to play. Accordingly, we shall continue to support staff in carrying out their roles in a professional manner that demonstrates the highest levels of integrity and conduct.

Little change is expected over this three-to-five-year planning period in the conduct of the department's core functions of assessment, policy advice, and issues management. We do, however, expect to face new policy challenges and issues that will require our response. The past year has seen climate change, sustainability, housing affordability, and financial market stability become issues of policy interest in a manner that had not been evident previously. Similar new pressures can be expected to emerge in future. In order to offer appropriate support on such issues – especially when they arise unexpectedly – the department has an ongoing requirement to maintain flexibility in staffing, a high level of skills, and responsiveness to changing circumstances. We must also strive to develop our understanding of longer-term policy challenges that may emerge for New Zealand, and to anticipate new pressures that may demand the government's response.

The range of domestic and external security risks facing New Zealand remains broad. We shall continue to take the lead in the state sector's risk management as we coordinate cross-government efforts to identify and mitigate risks to New Zealand's well-being. These include not only natural events such as earthquakes and floods but also cyber attacks, border-management hazards, and serious threats to social order. DPMC will continue to coordinate the regular exercising of cross-agency capability for dealing with these risks. A key priority will be the strengthening of local and international partnerships to meet future challenges.

Over the next four years the department will undertake an extensive project to conserve and refurbish Government House Wellington, which will be 100 years old in 2010. Expert studies conducted over the last two years have established that this listed heritage building is in need of



INTRODUCTION FROM THE CHIEF EXECUTIVE

significant investment to conserve its historic features and fabric, strengthen its structure, and bring it up to modern building standards. Plans for its conservation have been drawn up; these strike a balance between preserving and enhancing the heritage fabric of the building, and providing modern functional facilities and services. Because of the importance of this project, the governance arrangements put in place for its management draw upon external expertise. The intention is to ensure this historically significant building is fully fit for purpose for at least the next half-century.

Government House Wellington will be closed during its refurbishment and conservation, and Vogel House in Lower Hutt will become the vice-regal residence over the next three years. There will be some special challenges for staff over this period, as the department is committed to maintaining an appropriate level of service for Their Excellencies the Governor-General and Mrs Satyanand in relation to both their official duties and personal affairs.

The department's management and staff are well aware of the responsibilities entrusted to them in their various roles in support of the Governor-General, the Prime Minister, and ministers. We shall continue to work as effectively as we can – over the coming year in particular, but also beyond – to ensure that we provide the quality, service and timeliness of support that is expected of us.

A handwritten signature in blue ink that reads "Maarten Wevers".

Maarten Wevers

Chief Executive



NATURE AND SCOPE OF FUNCTIONS

The Department of the Prime Minister and Cabinet provides impartial advice and support to the Prime Minister and Cabinet and, through the Clerk of the Executive Council and Government House, to the Governor-General. The department also helps coordinate the work of government departments and agencies, so that decision making takes account of all relevant viewpoints and advice is as coherent and complete as possible.

SUPPORTING THE PRIME MINISTER AND CABINET

The Prime Minister is the political leader of the government and the country – and its main public “face”. The Prime Minister is also the chair of Cabinet, and is responsible for the effective operation of executive government. These roles combine political and executive responsibilities.

DPMC provides support to the Prime Minister in three broad categories.

Issues that are the direct responsibility of the Prime Minister

This includes advice and support on constitutional issues relating to the conduct of executive government – including during elections and transitions between administrations – and issues associated with the operation of the Cabinet system.

Issues that arise across the full range of government business

As the political head of the government, the Prime Minister must have an overview of major issues and government activity, and access to information and advice as necessary. DPMC works with the two other central agencies and with key departments to achieve this, coordinating activity where necessary to ensure that sustainability and the government’s three priority themes (economic transformation; families – young and old; and national identity) are well supported. It also provides the secretariat support for decision making by Cabinet and its committees.

Administrative support to the Prime Minister

This includes preparation of replies to Parliamentary questions, and dealing with Official Information Act requests and other correspondence. A totally separate body, the Office of the Prime Minister, also advises the Prime Minister: it is the primary point of responsibility for managing political issues and relationships with other political parties and for providing administrative and media support.

SUPPORTING THE GOVERNOR-GENERAL

The Clerk of the Executive Council and Government House staff support the Governor-General in carrying out his functions. New Zealand is a constitutional monarchy: The Queen is New Zealand’s Head of State but her powers and those of her representative, the Governor-General, are almost always exercised only on the advice of ministers. The Governor-General is therefore a significant figure in New Zealand’s constitutional framework. His constitutional, ceremonial, and community roles together maintain national unity and foster national identity.

BRINGING THE SYSTEM TOGETHER

A great deal of DPMC’s activities focus on facilitating government decision making at a strategic and policy level. To achieve this, the department relies on close relationships with other departments and agencies and – depending on the issue – with local government, business, and the wider community.

DPMC’S BUSINESS UNITS

The department has 125 staff in 6 business units: Cabinet Office, which includes the Honours Secretariat; Policy Advisory Group (PAG); External Assessments Bureau (EAB); Corporate Services Unit; Domestic and External Security Group (DESG); and Government House. For further detail, see DPMC’s website (www.dPMC.govt.nz).



STRATEGIC DIRECTION

WHAT WE ARE TRYING TO ACHIEVE

The government's **key strategic priority** for the next decade is for New Zealand to become truly sustainable through its work programme of:

- economic transformation
- families – young and old
- national identity.

DPMC will support the Prime Minister in carrying forward this strategic agenda by working with Treasury, SSC and other key departments so that the government's priorities are delivered.

DPMC also has an **overall outcome** that it works to achieve:

good government, with effective public service support.

DPMC works towards this overall outcome through five **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 is well planned, informed and coordinated.
5. A high-performing, trusted and accessible state sector, delivering the right things, in the right way, at the right prices.

HOW WE GO ABOUT ACHIEVING OUR OUTCOMES

DPMC works closely with Treasury, SSC, ministers' offices, and other public service departments and agencies as necessary.

Output 1:

Policy advice and secretariat and coordination services (includes Contributing Outcomes 1, 2, 4 and 5)

Output 2:

Support services to the Governor-General and maintenance of the residences (includes Contributing Outcome 3)

Output 3:

Intelligence assessments on developments overseas (includes Contributing Outcomes 1 and 4)



OPERATING INTENTIONS

To achieve our overall outcome of *good government, with effective public service support*, DPMC provides 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.

Along with the two other central agencies – Treasury and SSC – DPMC is responsible for providing the leadership that enables the public service as a whole 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 are well informed and that they are given effective public service support in implementation.

The department's operating intentions are expressed through our five contributing outcomes.

CONTRIBUTING OUTCOME 1

Decision making by the Prime Minister and Cabinet is well informed and supported

What are we seeking to achieve?

The Prime Minister and the 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 Cabinet and in Cabinet committees to discuss issues and take decisions. DPMC, along with the wider public service, must support the Prime Minister and ministers by ensuring they are provided with the quality of information and advice that enables sound decision making.

What will we do to achieve this?

DPMC supports the Prime Minister and ministers by ensuring they receive timely and coordinated advice that enables them to carry out the government's business in an effective manner. Outcome 1 is primarily the responsibility of the Policy Advisory Group (PAG), the Domestic and External Security Group (DESG), and the Cabinet Office; the External Assessments Bureau (EAB) also plays a part in working towards this outcome.

Policy Advisory Group and Domestic and External Security Group

PAG advises the Prime Minister on a very broad range of policy matters; DESG provides policy advice to her on security matters in the widest sense, from natural disasters to counter-terrorism. Both groups facilitate cross-government linkages amongst agencies working on related issues, and seek to ensure that officials' advice takes account of broader government priorities – in particular, sustainability and the three priority themes. They also help remove bottlenecks in the flow of departmental policy advice and ensure state sector support for effective Cabinet decision making. To do this, they provide comment on draft papers and provide free and frank advice to the Prime Minister across all items of government business. Further, PAG and DESG staff participate in a wide range of officials' committees, attend Cabinet committee meetings in an advisory and support capacity, and coordinate follow-up.

Where possible both PAG and DESG look at issues from a medium or longer-term perspective, which means a focus on emerging priorities. Both groups have a role in helping departments understand ministers' perspectives; in assisting them to develop policy that supports government priorities; and in dealing with implementation issues. For DESG, acting strategically means assessing and advising on New Zealand's wider domestic and external security risks. DESG will continue to think ahead in areas such as security risk management, counter-terrorism, border management, intelligence coordination, and emergency management; and it will continue to lead government coordination in times of crises.

Cabinet Office

The Cabinet Office administers the Cabinet system, circulating Cabinet papers and decisions accurately and promptly. It also maintains a record of all Cabinet decisions, helps coordinate the government's legislative programme, and supports decision making by the Prime Minister and ministers in awarding honours. The Cabinet Office also works with ministers' offices and departments to ensure that issues are presented to Cabinet in a clear and robust way that supports good decision making. It does this through quality control and monitoring, feedback, developing and promulgating guidance, and education and training.

The recently revised *Cabinet Manual (2008)* will be made widely available, along with the web-based *CabGuide* which provides detailed and practical guidance on the preparation of material for Cabinet and related procedures.



OPERATING INTENTIONS

External Assessments Bureau

The External Assessments Bureau (EAB) prepares assessments for the Prime Minister and other key ministers on external developments that could significantly affect New Zealand's interests.

How will we demonstrate success in achieving this?

Following on from its 2008 stakeholder survey, the department will continue to engage with key stakeholders to ascertain their views on the contribution it makes.

CONTRIBUTING OUTCOME 2

Executive government is well conducted and continues in accordance with accepted conventions and practices

What are we seeking to achieve?

At the heart of New Zealand's democratic and political system is stable executive government accountable to an elected House of Representatives. The executive branch of government comprises the Governor-General, the Prime Minister, other ministers of the Crown and the public service. The department provides the administrative support for the ongoing business of executive government – including support necessary for the smooth transfer of power between successive administrations, Prime Ministers, ministers, and Governors-General.

What will we do to achieve this?

As the recognised source of expert knowledge on the systems of Cabinet and executive government, the Cabinet Office is the primary contributor to Outcome 2. In carrying out its role, the Cabinet Office also works with the Crown Law Office, Parliamentary Counsel Office, Ministry of Justice, SSC, and Treasury.

The Cabinet Office provides advice to the Governor-General, the Prime Minister and ministers on the constitutional issues and procedures that support the conduct and continuity of executive government. It ensures that constitutional procedures such as the appointment of ministers are well managed and administered correctly, and it provides policy advice on constitutional issues that have implications for executive government.

The trust of ministers and other stakeholders, and a reputation for discretion, integrity and judgement, are vital to the effective operation of the Cabinet Office. It is rigorous in maintaining impartiality between administrations, agencies, and individual ministers.

The *Cabinet Manual* is the authoritative guide to central government decision making, with successive governments using it as the basis on which to operate. While its fundamental features remain unchanged, it is updated from time to time to reflect changes in Cabinet procedures and constitutional developments. The latest version of the *Cabinet Manual* was launched in April 2008.

Projects associated with support for the next general election will be a focus for the Cabinet Office in 2008.

The Cabinet Office has a role in increasing awareness and understanding of the formal roles, conventions, and workings of the system of executive government. This information is published in a number of forms including the *Cabinet Manual* (www.cabinetmanual.cabinetoffice.govt.nz), Cabinet Office circulars (www.dPMC.govt.nz/cabinet/circulars/index.html), the *CabGuide* (www.cabguide.cabinetoffice.govt.nz), and material related to the Cabinet and Cabinet committee workspace on the public sector intranet and on DPMC's website (www.dPMC.govt.nz).

How will we demonstrate success in achieving this?

The Governor-General and the Prime Minister will continue to be offered opportunities to provide feedback on their level of satisfaction with the advice and services we provide.

CONTRIBUTING OUTCOME 3

The Governor-General is well supported

What are we seeking to achieve?

The Governor-General represents The Queen as New Zealand's Head of State and exercises important and interlinking constitutional, ceremonial, and community duties and roles. The Governor-General's constitutional duties ensure the legitimacy and continuity of government – and in this the Governor-General is supported by the Clerk of the Executive Council, who is also responsible for liaison between the



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Governor-General and the government of the day. The Official Secretary and Government House staff support the Governor-General in carrying out his ceremonial and community duties, both within New Zealand and overseas.

What will we do to achieve this?

As a key contributor to the New Zealand system of government, the office of the Governor-General requires efficient and effective support. The Clerk of the Executive Council and the Official Secretary and staff at Government House bear the primary responsibility for Outcome 3. They strive to be skilled and responsive in the support they provide to Their Excellencies.

The ceremonial role of the Governor-General is broad: it includes not only national and local events, but also the promotion of New Zealand interests overseas. Government House works closely with the Clerk of the Executive Council and the Ministry of Foreign Affairs and Trade to ensure that these visits are well conceived and that they support New Zealand's wider interests.

The Governor-General provides non-partisan leadership in the community through a programme of speeches, patronage of many charities and community groups, attendance at a wide variety of events and functions, and visits to specific interest groups throughout New Zealand. Government House staff support the development of the Governor-General's programme and, through ongoing review and feedback, seek to ensure the programme is relevant and balanced.

A significant project is being undertaken to conserve, renovate and refurbish Government House Wellington so that this historic building is preserved for future generations. The house will be closed during the project and Vogel House in Lower Hutt will be the Wellington vice-regal residence. DPMC is working to ensure a smooth transition so that the Governor-General and Mrs Satyanand can continue to carry out their roles fully and with as little disruption as possible to their personal lives.

More information is available at www.gg.govt.nz

How will we demonstrate success in achieving this?

Their Excellencies will provide feedback on their level of satisfaction with the support provided.

CONTRIBUTING OUTCOME 4

The management of domestic and external security risks is well planned, informed and coordinated

What are we seeking to achieve?

The possible domestic and external risks to New Zealand's well-being encompass threats to national security (for example from international organised crime or from illegal fishing), terrorist threats to New Zealand and to New Zealanders at home and abroad, major accidents and natural disasters, the loss of essential infrastructure, and physical and biosecurity hazards such as pests, animal diseases, or a potential avian influenza epidemic. DPMC must assess, prepare for, monitor, and coordinate a nationwide response to such risks in a timely and structured way.

What will we do to achieve this?

The External Assessments Bureau (EAB) and the Domestic and External Security Group (DESG) have the prime responsibility for Outcome 4.

EAB extends government understanding of New Zealand's external environment. Its assessments are intended to inform the Prime Minister, other senior ministers, senior officials, and New Zealand's diplomatic representatives overseas about external political, economic, security, environmental, scientific, and biographic developments of significance to New Zealand. EAB's reports are as objective as possible and do not contain policy advice or advocacy.

Through its coordination role, DESG promotes effective planning by other departments and agencies that have operational responsibilities for managing security risks. DESG also has a centre-of-government function in overseeing the preparation of overarching national security strategies, in providing support and leadership for relevant policy development, and in coordinating the work of others as they develop their capacity to deal with specific security risks. In addition, DESG has a responsibility for oversight and coordination of the New Zealand intelligence community: it provides support for the Cabinet Committee on Domestic and External Security Co-ordination and for the Officials' Committee for Domestic and External Security Co-ordination (ODESC), an inter-departmental body chaired by the Chief Executive of DPMC.



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The responsibilities of both EAB and DESG are well established and ongoing. Relationship networks with other departments and agencies will continue to be crucial for both units – and especially for DESG, because of its coordination functions. These networks include policy, operational and intelligence organisations such as the Ministry of Foreign Affairs and Trade, Treasury, Ministry of Agriculture and Forestry, Ministry of Fisheries, Ministry of Health, Ministry of Defence, New Zealand Defence Force, New Zealand Customs Service, New Zealand Police, Department of Labour, New Zealand Security Intelligence Service, and Government Communications Security Bureau.

How will we demonstrate success in achieving this?

Following on from the 2008 stakeholder survey, the department will continue to engage with departments to ascertain their views on the quality, timeliness and relevance of EAB and DESG contributions.

CONTRIBUTING OUTCOME 5

A high-performing, trusted and accessible state sector, delivering the right things, in the right way, at the right prices

What are we seeking to achieve?

The common purpose of the central agencies is a shared or mutual interest in a high-performing, trusted and accessible state sector. The central agencies have a key leadership role to play in aligning the activities of the state services with the government's priorities and in making sure that ministers receive the best possible advice before making decisions. Each central agency has its own key responsibilities; but each also requires contributions from the other two.

DPMC supports the process of collective decision making, conveys Cabinet's decisions to the relevant ministers and officials, and ensures that the Cabinet receives well-conceived and coordinated advice. DPMC also leads officials' responses on the government's themes and priorities, and conveys the government's priorities to officials.

Treasury monitors and manages the financial affairs of the government, and provides economic and fiscal policy advice. Treasury is the key agency for supporting ministers in balancing priorities through the budget process. It provides insight into the efficiency and effectiveness of government agencies and their interventions.

State Services Commission (SSC) appoints and manages chief executives within the public service; provides leadership in improving the capability of agencies, sectors, and systems; and ensures that the wider state sector is appropriately focused on addressing the government's priorities.

In 2006 an independent in-depth review of the central agencies was completed. While the review pointed to successes, ministers agreed that more is needed from the central agencies, both jointly and separately, if they are to lift performance in the state sector.

What will we do to achieve this?

Over the medium term the three central agencies will:

Provide effective leadership: The central agencies will take responsibility for making New Zealand's devolved state sector system work. To that end, we will work alongside other agencies on specific issues.

As part of this, the central agencies will work to give ministers better information and advice. We will ensure that the right guidance and monitoring is in place to enable the system to run smoothly, and that other departments and agencies have a clear understanding of ministers' performance expectations.

Focus on the things that matter: To have the most impact on results, efforts will be better targeted. The central agencies will focus on priority issues and get action on these, while retaining responsibility for a system-wide view.

Work together more effectively: By sharing information and integrating aspects of planning, the central agencies will develop joint views on where priority issues lie. We will then identify issues where there is value in taking joint action, and issues where separate action is likely to be more productive.

The central agencies have identified the following priority areas for their work together over the next three to five years:

Policy outcomes – to better coordinate resources and support multi-agency initiatives in the government's highest-priority policy areas.

Agency engagement – to improve the effectiveness and efficiency of our engagement with senior leaders in the public service and so support them in lifting the performance of their agencies and the state sector as a whole.



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Public management system improvements – to better coordinate our work of transforming the state sector, through our joint leadership of the Development Goals for the State Services and through our efforts to enhance performance information and reporting across the system.

How will we demonstrate success in achieving this?

The measurement of whether central agencies are adding value to state sector performance will be done through an annual survey of state sector agency leaders, and feedback from central agency ministers.

Cost effectiveness

DPMC continuously seeks and receives feedback from the Prime Minister and the Governor-General on whether and how well its outputs are hitting the mark. This feedback allows judgements to be made on DPMC's effectiveness and helps identify opportunities for improvement.

Other stakeholders are also in a position to assess DPMC's effectiveness (for example in its leadership, coordination and advisory roles). Their views have been formally sought in a stakeholder survey conducted in 2008.



MANAGING IN A CHANGEABLE OPERATING ENVIRONMENT

OUR OPERATING ENVIRONMENT

DPMC's operating environment has become increasingly complex in recent years. Under the MMP electoral system, coalition and minority governments create a challenging environment for policy management and for the coordination of decision-making processes. There are now much greater expectations within government – as well as from the general public, stakeholders, and political allies – about consultation and input into policy making.

In this environment, it has become increasingly important for DPMC to take account of links with other areas of government activity and to consider the longer-term implications of particular policies. This requires a good understanding of the wider trends and influences on New Zealand's social and economic performance, its culture and heritage, its human and physical capital, and its natural environment.

MANAGING RISK

DPMC maintains a risk-management framework which it regularly reviews, subsequently updating its key mitigation strategies. The March 2008 review has revealed some changes

to our probable risk profile for 2008/09 and the following four years. Risk factors that were identified include: our ability, within available resources, to provide the appropriate level of support to government during and immediately after the 2008 general election; increasing expectations by stakeholders that DPMC take the lead in certain policy initiatives; the use of contractors to resource some key functions; issues surrounding management of conflicts of interest; the conservation and refurbishment of Government House Wellington; and changes in DPMC senior management and the subsequent loss of experience.

The reputation and credibility of the department is at stake when key risks are not managed appropriately. To maintain our good reputation and credibility, we need to ensure that DPMC:

- provides high quality and relevant services
- provides free and frank advice
- complies with the State Services Code of Conduct
- continues to provide value
- operates appropriately in the environment in which it works, with all staff having a clear appreciation of their own roles and the roles of others.



ASSESSING ORGANISATIONAL HEALTH AND CAPABILITY

The key capabilities needed to achieve DPMC's outcomes and ensure delivery on the Development Goals for the State Services are: high-performing staff; agency credibility; good networks and working relationships; effective infrastructure; and strong performance management. Over the next three years, the department will continue to focus on the management and enhancement of its capability in several priority areas. These are based on an overall assessment of the department's requirements and business risks.

The central agencies – Treasury, DPMC and SSC – will continue to maximise the benefits of working more closely together. We will extend our sharing of information and resources as part of improving performance, increasing the alignment and integration of policies, and building systems and processes that make working together as easy as possible.

DPMC's top priority is action to improve whole-of-department performance. As a central agency DPMC has significant responsibilities in leadership, coordination, and advice. Initiatives underway to improve performance include: adopting the e-government strategy to complement our existing information strategy; upgrading information systems; advancing secure remote access via the government shared network (GSN); and completing the department-wide rollout of the new electronic records and document management system (eDRMS). This year we will also be analysing the results of our stakeholder survey, which measures effectiveness across the department's business units.

The relative scarcity of experienced resources that exists in all its business units will present challenges for DPMC. In the policy field, more clustering of cross-departmental working groups and drawing contractors into core policy work will go some way to addressing these challenges.

The department has already taken a number of steps to reduce its environmental impact. As part of our wider leadership responsibility for achieving a carbon-neutral public service, we will be putting in place within DPMC a greater range of measurement and monitoring systems that will allow us to more systematically manage our resources. Work to implement a sustainability programme is already well advanced.

Our organisational health is regularly monitored through exit interviews and staff surveys. Results from the last climate survey show that staff enjoy working for DPMC and that morale is good. Results from such assessments help inform departmental thinking about other areas of ongoing improvement.

EQUAL EMPLOYMENT OPPORTUNITIES

DPMC will embrace the public service's new Equality and Diversity Policy, which took effect in April 2008 and replaces the longstanding Equal Employment Opportunities (EEO) Policy. We will continue our commitment to the four EEO groups – Māori, ethnic or minority groups, women, and people with disabilities – and to appointments on merit.

We will evaluate our biannual employee climate survey findings by age, gender and ethnicity. This will support workforce planning, and will ensure we are meeting the needs of our diverse workforce.

The department collects data on gender and ethnicity distribution in each of its business units. Trends will be monitored and reported on, and action taken where necessary.



FORECAST CAPITAL EXPENDITURE 2008 – 2013

DEPARTMENTAL AND CROWN CAPITAL INTENTIONS

Additional funding for departmental capital from 2008/09 will allow the department to upgrade its information technology networks, systems and software. This will include the establishment of an enhanced business continuity capability outside of Wellington.

In 2008/09 DPMC will commence a significant capital programme to renovate Government House Wellington, which is the official residence of the Governor-General and is almost 100 years old. The project follows intensive

condition surveys and investigations and is intended to make the House fit for purpose for the next 50 years.

A specialist project manager and suitably qualified teams of architects, engineers and quantity surveyors have been brought together to execute the project. Assuming resource consents are authorised, conservation and renovation will commence in early 2009 with the House ready for reoccupation in the latter part of 2011.

DEPARTMENTAL CAPITAL INTENTIONS	Forecast 2008/09 \$000	Forecast 2009/10 \$000	Forecast 2010/11 \$000	Forecast 2011/12 \$000	Forecast 2012/13 \$000
FIXED ASSETS	1,270	300	290	300	300
INTANGIBLES	50	–	10	–	–
TOTAL	1,320	300	300	300	300

The forecast capital expenditure for the 2008/09 financial year is primarily routine replacement and upgrading of the department's information technology and office equipment, to help our staff efficiently deliver the services set out in this Statement of Intent.

CROWN CAPITAL INTENTIONS	Forecast 2008/09 \$000	Forecast 2009/10 \$000	Forecast 2010/11 \$000	Forecast 2011/12 \$000	Forecast 2012/13 \$000
FIXED ASSETS	6,650	15,150	17,150	8,287	150

The forecast capital expenditure for the 2008/09 financial year is primarily for the conservation and renovation of Government House Wellington.

