

STATEMENT OF INTENT 2012 – 2016

DEPARTMENT
of the PRIME MINISTER
and CABINET



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STATEMENTS OF RESPONSIBILITY

MINISTERIAL STATEMENT OF RESPONSIBILITY

I am satisfied that the information on future operating intentions provided by the Department of the Prime Minister and Cabinet in this Statement of Intent and the Information Supporting the Estimates is in accordance with sections 38, 40, 41 of the Public Finance Act 1989 and is consistent with the policies and performance expectations of the Government.



Rt Hon John Key
Prime Minister

CHIEF EXECUTIVE STATEMENT OF RESPONSIBILITY

In signing this statement, I acknowledge that I am responsible for the information contained in the Statement of Intent for the Department of the Prime Minister and Cabinet. This information has been prepared in accordance with the Public Finance Act 1989. It is also consistent with the proposed appropriations set out in the Appropriations Bill, as presented to the House of Representatives in accordance with section 13 of the Public Finance Act 1989, and with existing appropriations and financial authorities.



Maarten Wevers
Chief Executive

INTRODUCTION FROM THE CHIEF EXECUTIVE

A principal requirement of the Department of the Prime Minister and Cabinet is to maintain organisational resilience and effectiveness so that it can best carry out its varied functions in support of the democratically elected and constitutional leadership of the nation. In the current circumstances of fiscal restraint, which are likely to last for some years, it is even more important that the department is focused on what matters to the Prime Minister and his colleagues, and that high-quality services are provided in a timely, responsive, cost-effective and coordinated manner.

Without appropriate, effectively targeted and high-quality support, the Prime Minister would not be well placed to undertake his critical national leadership role. The responsibility to provide that support sits - unambiguously - with the Department of the Prime Minister and Cabinet.

One of DPMC's major tasks over the past two years has been leadership of the Better Public Services initiative. The report of the Advisory Group was presented to the incoming Government in December 2011, and Cabinet has adopted the main recommendations as its platform for an ongoing programme of public and state sector reform during this term of office. Along with the State Services Commission and the Treasury, the department will be heavily engaged in leading and coordinating the implementation of the work programme that ministers have signed off. The focus will be on delivering better results for New Zealanders, achieving improved value for money and enhanced use of technology, and realising better leadership of the public sector as a system. The Better Public Services programme will affect a number of areas of DPMC's work, and it will inform all our operations as we too seek to lift our performance.

Over the coming four years, alongside its Better Public Services work, the department will step up its oversight and leadership of the New Zealand Intelligence Community (NZIC). Maintaining national security, in accordance with the law, is an essential leadership responsibility of government. Efforts to improve the lawful collection, collation and assessment of classified and open-source intelligence, material, including for its possible use by law enforcement agencies and the New Zealand Defence Force, remain a priority for DPMC and the NZIC. All agencies are committed to a more collaborative approach that delivers improved results from our combined resources. DPMC has also been tasked with leading the National Cyber Policy Office (NCPO), which was established by ministers earlier this year. Dealing effectively with the growing cyber security risk is going to be a top priority for security agencies over coming years, as it will be for a range of other public sector and private sector entities.

In New Zealand, national security risks are identified through the national security system processes that are led and coordinated by DPMC. For each risk that is established, a responsible agency is identified, and mitigation strategies are required to be drawn up, assessed and tested. This is an ongoing process, which has to adapt as circumstances change. The emergence of serious cyber security risks has led to new policy and technical responses across government. DPMC is coordinating this work. In a similar vein, national emergency preparedness and planning will again form a core part of the work of the DPMC's Security and Risk Group over the coming year.

The work of the Policy Advisory Group and Cabinet Office will continue to be critical to delivering effective support to executive government. Steps are underway to establish an electronic platform to support Cabinet business. Once this is initiated in 2013, we expect efficiencies and some savings – as well as improvements in the standard of service to ministers and agencies.

With the completion of the conservation project at Government House Wellington, in 2012, the Official Secretary and his staff will be focused on ensuring that high standards of support and service continue to be provided to Their Excellencies the Governor-General, Sir Jerry Mateparae and Lady Janine Mateparae. Priority will also be given by the department to completing the proposed visitors' centre at Government House, which is being established to commemorate The Queen's Diamond Jubilee.

The previous year has taught us that unforeseen circumstances, risks, and issues emerge during the course of a planning year - despite what is contained in our Statement of Intent. Some of those issues may require a response from the Government, or from a particular agency, and could involve DPMC in some way. The Canterbury earthquakes provide perhaps the best example of the need to prepare for a range of risks and eventualities that one would not expect to occur, but might. DPMC will continue to give priority to ensuring its staff and systems are resilient and prepared to deal effectively, and in a timely and authoritative manner, with unforeseen developments that require a response from central government.



Maarten Wevers, CNZM
Chief Executive

NATURE AND SCOPE OF FUNCTIONS

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 the Cabinet, and is responsible for the effective operation of executive government. These roles combine political and executive responsibilities. DPMC provides assistance to the Prime Minister in three broad categories.

Issues that are the direct responsibility of the Prime Minister

The Cabinet Office provides free and frank 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

DPMC provides a continuous flow of advice to the Prime Minister on major and daily issues, along with oversight of wider government activity and access to information and assessments. DPMC works with central agencies to draw together departments in support of the Government’s priorities, to focus agencies on providing options for action, to ensure implementation of agreed programmes and policies, to drive for enhanced agency performance, and to deal effectively with issues which affect the nation. DPMC, also provides through the Cabinet Office, the secretariat support for decision-making by the 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 office of the Governor-General is an important part of New Zealand’s constitutional arrangements. New Zealand is a constitutional monarchy and the Governor-General serves as the representative of the Head of State, The Queen of New Zealand. His constitutional, ceremonial, and community roles together seek to maintain national unity and foster national identity. The Clerk of the Executive Council and Government House staff support the Governor-General in carrying out his functions.

BRINGING THE SYSTEM TOGETHER

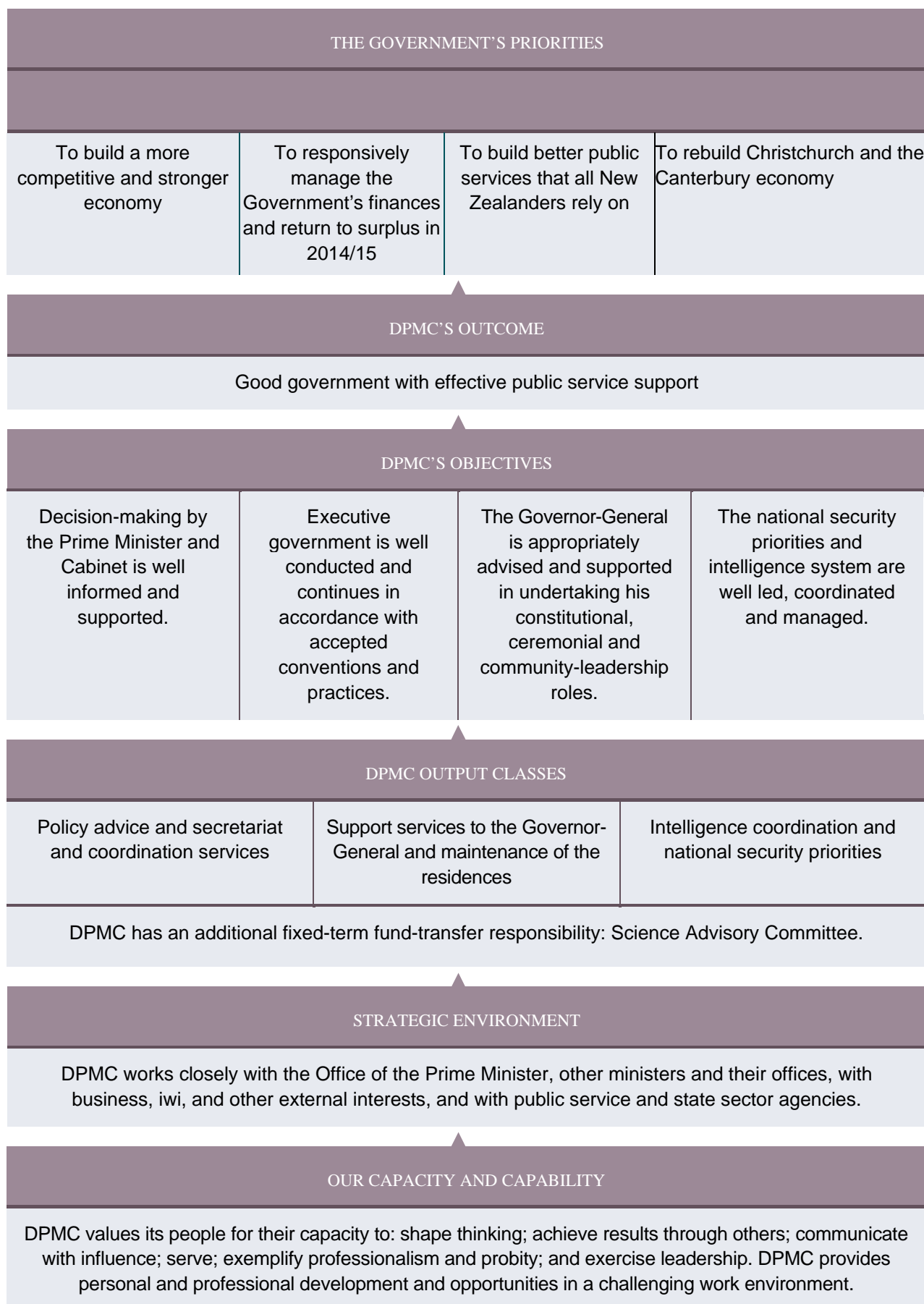
DPMC strives to support a high standard of executive decision-making by providing quality advice that is timely, is responsive to the directions set by the Government, is forward-looking, is cognisant of changing circumstances and emerging issues, and gives assurance that policies are being delivered in an effective and coordinated manner. In addition we play 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.

To fulfil this role the department draws on close relationships with other departments and agencies, crown entities, local government, business, iwi, and the wider community.

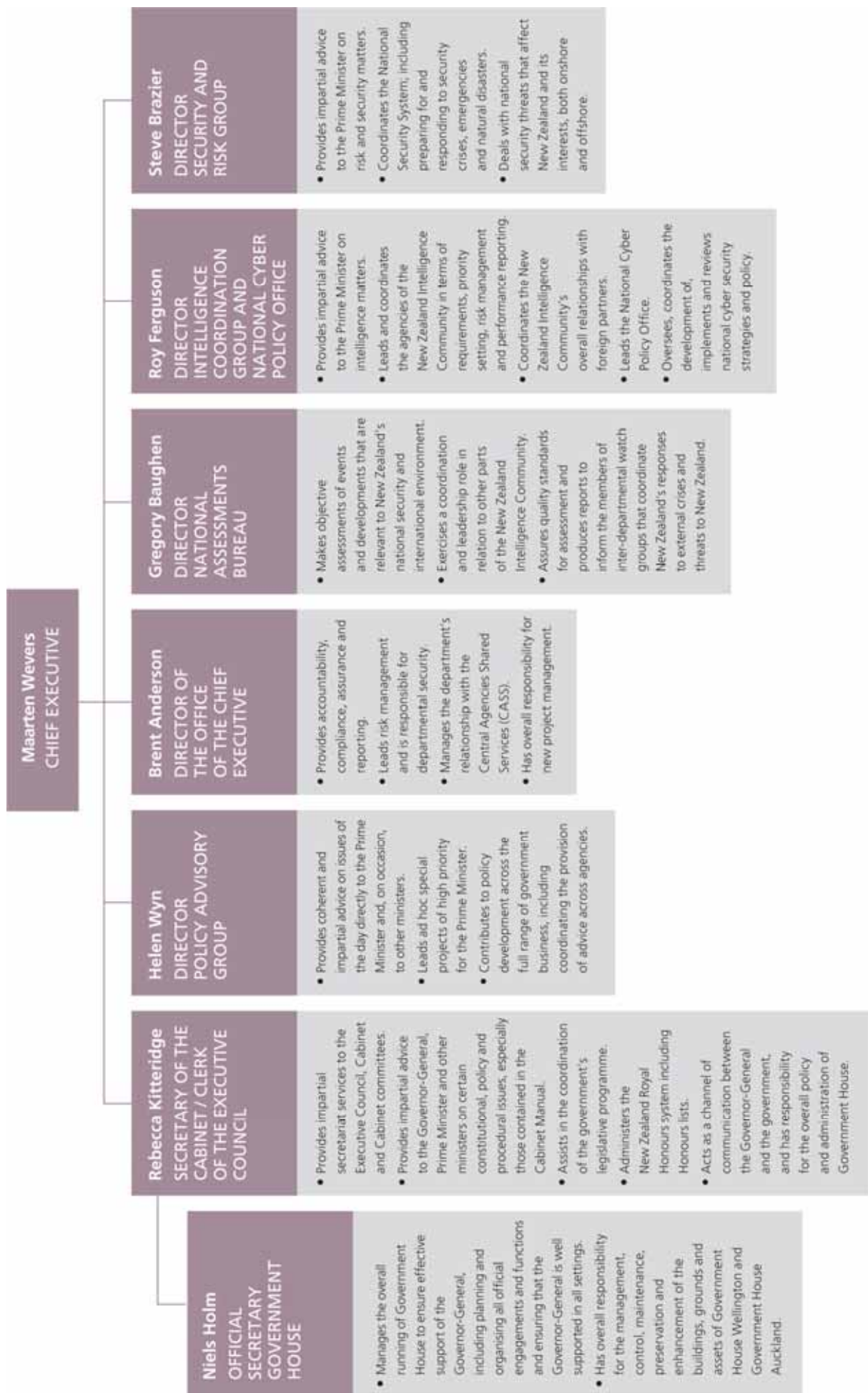
DPMC'S BUSINESS UNITS

The department has an establishment cap of 124 full-time-equivalent (FTE) staff in seven business units: Cabinet Office (CO); Government House (GH); Policy Advisory Group (PAG); Security and Risk Group (SRG); Intelligence Coordination Group (ICG); National Assessments Bureau (NAB); and the Office of the Chief Executive. The department is also supported in terms of finance, human resources, information technology and information management services by the Central Agencies Shared Services (CASS). The DPMC business units are spread over five locations. For further detail, see DPMC's website (www.dpmc.govt.nz).

STRATEGIC DIRECTION



WHAT WE DO: ADVISE, LEAD, SUPPORT, COORDINATE



OPERATING INTENTIONS

To achieve our outcome of “*good government with effective public service support*”, DPMC provides continuity in constitutional and administrative services that helps to maintain New Zealand’s parliamentary democracy. We are 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.

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 these decisions are given effective public service support in implementation.

The department’s operating intentions are expressed through its four objectives.

OBJECTIVE ONE

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 the Cabinet and in Cabinet committees to discuss issues, make decisions, and exercise a critical national leadership function. DPMC, along with the wider public service, seeks to support the Prime Minister and ministers to the greatest extent possible by ensuring provision of high-quality information, analysis and advice that enables sound decision-making.

How will we demonstrate success in achieving Objective One?

The department’s role is often to provide outputs that lend support to the actions of others, including in relation to decision-making by the Prime Minister and the Cabinet. The department has the advantage of almost daily contact with, and immediate feedback from, the Prime Minister and other ministers. We expect feedback to be positive in relation to the level of support and the quality and timeliness of advice and services that we deliver. We propose to undertake a Performance Improvement Framework (PIF) review in 2012 to assess our current level of performance, and to set a benchmark for future performance and steps for performance improvement.

What will we do to achieve Objective One?

DPMC supports the Prime Minister and ministers by ensuring they receive timely, high-quality and coordinated advice that enables them to carry out the Government's business in an effective manner, and by providing impartial and timely secretariat services for the Cabinet and its committees.

Policy advice

The Policy Advisory Group (PAG) and the Security and Risk Group (SRG) advise the Prime Minister on a very broad range of policy matters. 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. They also help remove bottlenecks in the flow of departmental policy advice. To do this, they maintain close links with other agencies and with ministers' offices; provide comment on draft papers; and give free and frank advice to the Prime Minister on all items of government business. Furthermore PAG and SRG staff participate in a range of officials' committees, attend Cabinet committee meetings in an advisory and support capacity, monitor implementation, and coordinate follow-up.

Where possible PAG and SRG seek to address issues strategically, with a medium- or longer-term perspective. They also monitor emerging priorities and, in the case of SRG, national security risks. Both groups have a 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.

Support for Cabinet

The Cabinet Office administers the Cabinet support system, distributing Cabinet and Cabinet committee papers and decisions accurately and promptly. It also maintains a record of all Cabinet decisions, helps coordinate the Government's legislation programme, and supports decision-making by the Prime Minister and ministers in relation to appointments and honours.

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 does this through quality control and monitoring, feedback, developing and promulgating guidance, and education and training. The Cabinet Office is beginning the implementation of an electronic system to support Cabinet processes; this is expected to be commissioned in 2013.

Assessments of national security and foreign relations

The National Assessments Bureau (NAB) prepares assessments – which are distinct from policy advice – for the Prime Minister and certain other ministers on developments relating to national security and foreign relations that could significantly affect New Zealand’s interests. The purpose of these assessments is to inform the Government’s decision-making, by providing awareness of and insights into issues of policy relevance.

Cyber security

The National Cyber Policy Office (NCPO) has been established within the department to oversee and coordinate the development, implementation and review of national cyber security strategies and policy across government. It will take the lead in providing advice to inform issue resolution and decision-making for ministers. and as well as the longer-term development of policy and strategic direction to underpin relevant government agencies’ activities. It will also facilitate coordination with the private sector on cyber security issues.

OBJECTIVE TWO

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.

How will we demonstrate success in achieving Objective Two?

Feedback from the Governor-General and the Prime Minister will be positive as to their level of satisfaction with the advice, support and services provided. A Performance Improvement Framework (PIF) review of DPMC will be undertaken in 2012.

What will we do to achieve Objective Two?

As the recognised source of expert knowledge on the systems of Cabinet and executive government, the Cabinet Office is the primary contributor to Objective Two. In carrying out its role the Cabinet Office also works with the Crown Law Office, Parliamentary Counsel Office, Ministry of Justice, the State Services Commission (SSC) and the 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's 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.

OBJECTIVE THREE

The Governor-General is appropriately advised and supported in undertaking his constitutional, ceremonial and community-leadership roles

What are we seeking to achieve?

The Governor-General of New Zealand fulfils important constitutional, ceremonial and community-leadership roles. In undertaking these roles the Governor-General is supported by the Clerk of the Executive Council – who is responsible for liaison between the Governor-General and the Government – and by the Official Secretary and Government House staff.

How will we demonstrate success in achieving Objective Three?

Formal and informal feedback will be sought from Their Excellencies on whether a high-quality standard of advice and support is being provided and on whether the Governor-General is able to undertake his constitutional, ceremonial and community-leadership roles effectively.

All programme requirements for the Governor-General will be fully met, and will receive positive feedback from Their Excellencies and other stakeholders.

What will we do to achieve Objective Three?

As a key contributor to the New Zealand system of government, the Governor-General requires high-quality advice and support.

The Governor-General undertakes a number of important constitutional functions, including appointing the Prime Minister, assenting to legislation, and making regulations. The Clerk of the Executive Council supports him on these matters.

The ceremonial role of the Governor-General encompasses national and local events, and the promotion of New Zealand's interests overseas. Government House works closely with the Clerk of the Executive Council and other agencies to ensure that the Governor-General's ceremonial role is well conceived and supported.

The Governor-General provides non-partisan community leadership through a programme of speeches, patronage of community groups, attendance at and hosting of events, and visits to specific interest groups throughout New Zealand. Government House maintains and supports the programme, which is regularly reviewed in consultation with Their Excellencies to ensure it is relevant and well balanced.

OBJECTIVE FOUR

The intelligence system and national security priorities are well led, coordinated and managed

This objective contributes to achieving national security outcomes: the safety and security of New Zealand, New Zealanders and New Zealand interests at home and abroad; and the promotion of New Zealand and New Zealand interests.

The establishment of the new National Cyber Policy Office (NCPO) recognises the urgent need for a coordinated policy approach on cyber issues, as these affect not only the integrity of the government's information systems but also those of critical national infrastructure, the intellectual property of businesses, and the privacy of individuals.

What are we seeking to achieve?

DPMC's objective is to support decision-making by the Government on matters of national security and foreign relations and to ensure that intelligence makes a valuable contribution to these areas.

With regard to national security, DPMC's role is to ensure that:

- potential national security risks to New Zealand's wellbeing are assessed
- an adequate level of preparedness for security is tested and maintained
- responses to incidents, and the consequent information provided to the Government, are timely and coordinated.

In respect of foreign relations, DPMC provides assessments designed to give ministers and senior officials a “decision advantage” – to inform their decisions on risks and opportunities relating to New Zealand’s interests. DPMC will continue to coordinate the New Zealand Intelligence Community (NZIC). This includes:

- setting priorities
- recommending the allocation of resources
- ensuring cost-effectiveness
- leading engagement on intelligence matters with other countries
- providing timely, coordinated intelligence advice relating to the Government’s national security priorities.

How will we demonstrate success in achieving Objective Four?

Performance will be demonstrated by:

- enhancement of the government's ability to function in times of crisis by supporting agencies in identifying and mitigating risks in their emergency response plans
- the Government's satisfaction that crisis-management preparedness is satisfactory and works promptly and effectively when called upon
- the Government's satisfaction that its decision-making on matters of national security and foreign policy is adequately supported by intelligence advice and assessments (in particular, that reporting from the NZIC is responsive and coordinated)
- continuing development of the National Security Framework (NSF) across the spectrum of entities with an interest in and responsibility for identified national security risks; and the provision by the NSF of a shared frame of reference to improve the effectiveness of the governance, strategic planning and management of national security risks
- the effective use of the Domestic and External Security Coordination (DESC) system to promote whole-of-government preparedness for national security risks and development of whole-of-government responses
- fiscal performance by the NZIC in a manner that is accountable, provides value for money, and is consistent with the Government's fiscal strategy
- implementation of the National Cyber Security Strategy and strategic policy advice on cyber threats to New Zealand, to ensure that national security and economic interests are protected.

What will we do to achieve Objective Four?

DPMC will continue to support the DESC system and to chair the Officials' Domestic and External Security Committee (ODESC) so that these are effective vehicles for managing national security risks and providing coordinated advice to ministers.

In overseeing the preparation of overarching national security strategies, SRG will continue to lead a coherent all-of-government approach to the management of national security risks. SRG will be identifying clear priorities for the national security system in which New Zealand's diverse national security issues can be managed more effectively.

ICG will continue to provide leadership to the NZIC – focusing not only on NAB, the New Zealand Security Intelligence Service (NZSIS) and the Government Communications Bureau (GCSB) but also on the Directorate of Defence Intelligence and Security (DDIS), the New Zealand Police, the New Zealand Customs Service, and Immigration New Zealand. ICG will also continue to provide support for ODESC in its governance responsibilities in relation to the wider NZIC.

NAB will continue to tailor its reporting closely to the decision-making needs of ministers and senior officials, and will continue to move towards international best practice for assuring the quality of assessment reporting. It will broaden out its coordination role across the assessments community to provide the responsive and comprehensive coverage that the Government is seeking.

MANAGING IN A CHANGEABLE OPERATING ENVIRONMENT

OUR OPERATING ENVIRONMENT

DPMC's priorities over the next four years will, by necessity, be determined by the policy priorities of the Prime Minister and the Government of the day. DPMC must be prepared to alter its work programme to reflect the particular needs of the leader of the Government. Our work must adapt as appropriate within the very small resource base we have at our disposal. The organisational priorities for the department relate principally to sustaining operational resilience, generating efficiencies so that we can deliver within financial constraints, ensuring high-quality staff are available, and maintaining high standards of performance and security.

The Better Public Services Advisory Group's report to the Government in late 2011 called on the central agencies (DPMC, SSC and the Treasury) to "work much more collaboratively together as a de facto 'corporate head office' of the state services". Implementation of the Better Public Services programme will be led by the central agencies, with the involvement and support of other chief executives and agencies and a number of external parties. Achieving the goals of the Better Public Services programme will require much stronger collaboration across the public sector, improved sector leadership, a focus on results, better use of technology, and improved services and value for money.

One of the key priorities for the Better Public Services programme over the coming period will be to work with ministers and chief executives to deliver on achievement of the 10 key results areas that have been announced by the Prime Minister. As a first step DPMC will work with the other central agencies in defining action plans for the key results areas and will also support ministers and chief executives on this. DPMC will then support agencies in improving performance and collaboration so that the results are achieved within set timelines.

The Better Public Services programme is outlined at www.dPMC.govt.nz/better-public-services.

The central agencies will also continue their efforts to improve the performance of public sector and state agencies, through processes such as the Performance Improvement Framework (PIF). The three agencies will also drive enhanced internal performance through the Central Agencies Shared Services (CASS) that was established in 2012 and now delivers joint corporate services functions (finance, human resources, information technology and information management) to the Treasury, SSC and DPMC.

It is difficult to forecast with precision, and particularly over a four-year period, the exact nature of any likely changes to the mix of services DPMC might be required to provide. The broad expectation is that DPMC will continue to focus on providing a similar mix of support, advice and services to the Governor-General, the Prime Minister and Cabinet -although we fully expect the actual issues to change over time. There will undoubtedly be an ongoing need to provide policy advice to the Prime Minister and ministers, support services for Cabinet decision-making and the New Zealand Royal Honours system, advice and support to the Governor-General, and oversight and strategic leadership of the New Zealand Intelligence Community (NZIC). This is in addition to supporting (together with Treasury and SSC) efforts to improve the effectiveness of the public and state sectors.

The additional responsibilities that DPMC now has for oversight and leadership of the NZIC have meant an expanded national security function which will not diminish. As part of this sector-wide effort, DPMC is continuing to restore NAB's foreign assessment capabilities to previous levels. DPMC's three intelligence units are now co-located in a purpose-built secure building: they will be in a stronger position to provide more coordinated advice and to ensure that assessment practices and standards across the wider sector are aligned.

The role of the department in supporting particular initiatives, is well established – and so we shall also continue to support the work of the Prime Minister's Chief Science Advisor, Professor Sir Peter Gluckman. Our work in support of Sir Peter sits alongside the role the department has in relation to supporting the Prime Minister's Project on Youth Mental Health, and the work we have led and coordinated across agencies to reduce the use and impact of methamphetamine("P"). DPMC has now also been tasked with taking the cross-government lead on cyber security policy, and it continues to have a role in leading the Canterbury Earthquake Recovery Policy. The Better Public Services project was also led out of DPMC; its implementation phase is now a shared responsibility of the central agencies. We fully anticipate further such projects in the future.

Supporting the Governor-General requires that the continuation of an appropriate level and quality of support at Government House. The department will be seeking additional funding for long-term maintenance of the two Government Houses (Auckland and Wellington) from 2012/13, so that the buildings can be adequately maintained to historic heritage standards.

In addition a visitor centre will be created from an existing out-building: this will enable the development of a visitor and education programme on the role and place of the Governor-General in New Zealand and at Government House and in New Zealand.

It is expected that a major pressure facing the department over the next four years will be the provision of competitive remuneration so that we can continue to attract and retain staff of suitable quality. In our recruitment and remuneration policies we are able to capitalise to some extent on the department's reputation and the benefits that accrue to personal careers from working at the very centre of our democracy. The implications of flat or reducing budgets on pay and employment levels will need to be managed by careful monitoring of a small number of vacancies; by securing staff and funding from other agencies where appropriate to meet new priorities; through achieving efficiencies and driving down costs wherever possible; or perhaps, as a last resort, by reductions in service levels or coverage.

Through the Cabinet Office, the department is also leading a project to provide an electronic system (CabNet) that will better support Cabinet processes.

MANAGING RISK

Our strategy for managing risks is to:

- mitigate risk, where this can be done reliably and cost effectively
- coherently manage risks, including the risk of fraud
- work to enhance system resilience
- apply an adaptive management response to risk events
- externally review risk-mitigation through the Audit and Risk Committee (which includes external appointees).

DPMC maintains a risk-management framework which it reviews regularly, identifying those risks which could prevent the achievement of our key outcomes. Changes in the DPMC risk profile can arise when there are changes in operational activities, in senior management and key personnel, in customer and stakeholder demands and expectations; and when there are significant risk events. The department's Audit and Risk Committee builds its annual work programme around the risk-management framework.

ASSESSING ORGANISATIONAL HEALTH AND CAPABILITY

The main measures and standards the department uses for assessing organisational health and capability are:

- a two-yearly climate survey to assess how staff feel about working in the department; our aim in the 2012 survey is to maintain our upper-quartile result for staff engagement
- the performance management system (which rates individual performance and behaviours against role expectations and which maintains a line of sight between individual performance, organisation outcomes, and government priorities)
- the annual SSC Human Resource Capability Survey (this measures organisational performance against the public service benchmarks in critical areas such as staff retention and turnover, remuneration levels, and leave utilisation)
- human-resource metrics that gather data from exit interviews and analyse recruitment and retention rates according to gender, length of service, and level within the organisation.

We seek to maintain a climate at DPMC which is considered by staff to be challenging and satisfying and which makes them proud to be working for the department. We have a strong performance culture within DPMC and we will continue to develop ways to attract, recruit, develop, engage and reward our people using the results of the measures described above. The 2012 climate survey in particular will be a valuable tool for senior managers as we seek to provide informed and effective leadership and management. The survey will be evaluated by age, gender and ethnicity to support workforce planning and to ensure we are meeting the needs and aspirations of our diverse workforce.

Over the next 12 months the Central Agencies' Shared Services (CASS) team will be focused on providing high quality services to the three central agencies. The purpose of CASS is to achieve greater central-agency efficiency and effectiveness by providing joined-up corporate and support services for less cost, while ensuring such services meet the three agencies' business needs for the future.

DPMC's three intelligence units, now located in Pipitea House will continue to seek greater coordination and efficiency through partnership with other agencies of the NZIC.

Our information management approach in 2012/13 continues, with leveraging efficiencies through CASS as well as improvements in information flows and the development of sustainable technology platforms.

FORECAST CAPITAL EXPENDITURE

DEPARTMENTAL AND CROWN CAPITAL INTENTIONS

DEPARTMENTAL CAPITAL INTENTIONS	Budget 2011/12 \$000	Forecast 2012/13 \$000	Forecast 2013/14 \$000	Forecast 2014/15 \$000	Forecast 2015/16 \$000
FIXED ASSETS	428	100	100	100	100
INTANGIBLES	192	2,600	-	-	-
TOTAL	620	2,700	300	300	300

The forecast departmental capital expenditure in the 2012/13 financial year is for the establishment of the National Cyber Policy Office, the implementation of CabNet; and the continuing upgrade of the department's information technology and equipment. Its purpose is to help our staff efficiently deliver the services set out in this Statement of Intent.

CROWN CAPITAL INTENTIONS	Budget 2011/12 \$000	Forecast 2012/13 \$000	Forecast 2013/14 \$000	Forecast 2014/15 \$000	Forecast 2015/16 \$000
FIXED ASSETS	1,088	650	150	150	150

The forecast Crown capital expenditure for the 2012/13 financial year is primarily for the establishment of the visitor centre at Government House Wellington.

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.

DPMC continues to operate where possible within its current budget, and has realised savings over the years to ensure that this remains so, without limiting overall efficiency and effectiveness. In the 2012/13 year there are increases to the DPMC departmental appropriation to enable the department to undertake a range of new responsibilities.

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