



DEPARTMENT OF THE
PRIME MINISTER AND CABINET
TE TARI O TE PIRIMIA ME TE KOMITI MATUA

STRATEGIC INTENTIONS 2018–2022



Presented to the House of Representatives pursuant
to section 39 of the Public Finance Act 1989

New Zealand Government

ISSN (online): 2463-4298, ISSN (print): 2463-428X



This work is licensed under the Creative Commons Attribution 4.0 International licence. In essence, you are free to copy, distribute and adapt the work, as long as you attribute the work to the Crown and abide by the other licence terms.

To view a copy of this licence, visit <https://creativecommons.org/licenses/by/4.0/>. Please note that no departmental or governmental emblem, logo or Coat of Arms may be used in any way which infringes any provision of the Flags, Emblems, and Names Protection Act 1981. Attribution to the Crown should be in written form and not by reproduction of any such emblem, logo or Coat of Arms.

Contents

Chief Executive's overview	3
Our Strategic Framework	4
Part A – Our purpose	5
Who we are	6
Our organisation structure.....	7
Our Business Groups.....	8
Part B – Our strategic intentions	11
What drives our work	12
Strategic Intention One	14
Strategic Intention Two.....	16
Strategic Intention Three	18
Strategic Intention Four.....	20
Strategic Intention Five.....	22
Managing our functions – organisational health and capability	24

Chief Executive's overview

The Department of the Prime Minister and Cabinet (DPMC) supports the government of the day. We do so by advising, leading, supporting and coordinating activities across the State sector, as well as providing specific advice and support to the Governor-General, the Prime Minister and Ministers.

Our core business is centred around supporting effective executive government and progressing government priorities. We provide decision-makers with expert advice on policy and process and help translate government priorities into action. We also advise and support key figures in our constitutional arrangements to carry out their roles.

DPMC serves Ministers with responsibilities relating to national security, risk and resilience, the regeneration of greater Christchurch, child wellbeing and child poverty reduction.

Despite the breadth of our role and the diversity in the portfolios we serve, we are unified in our purpose to advance an ambitious, resilient and well-governed New Zealand.

Our Strategic Intentions provide a high-level overview of DPMC, how we fit within the wider State sector and the Government's priorities. This refreshed document sets out how we will deliver on our purpose as a department and help the Government deliver on its priorities. The Intentions summarise the five medium-term strategic priorities that we are aiming to achieve through to the end of the 2021/22 financial year.



Chief Executive's Statement of Responsibility

In signing this information, I acknowledge that I am responsible for the information on strategic intentions for the Department of the Prime Minister and Cabinet. This information has been prepared in accordance with the Public Finance Act 1989 (sections 38 and 40).

Andrew Kibblewhite, Chief Executive
November 2018



Ministerial Statement of Responsibility

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

Rt Hon Jacinda Ardern, Prime Minister
November 2018

Our Strategic Framework

OUR PURPOSE

An ambitious, resilient and well-governed New Zealand



The Government's priorities	Our roles	Our strategic objectives
<p>An economy that is growing and working for all of us</p> <hr/> <p>Improving the wellbeing of New Zealanders and their families</p> <hr/> <p>Making New Zealand proud</p>	<p><i>Committed to Serve, Willing to Lead</i></p> <hr/> <p>We...</p> <ul style="list-style-type: none"> ● Lead Working with and across agencies to deliver the Government's agenda ● Advise Providing strategic and expert advice to the Prime Minister and other Ministers ● Steward Upholding the principles, systems and processes of executive government, and developing future capability ● Deliver Ensuring that urgent and important government priorities are achieved 	<p>What we are striving to achieve</p> <hr/> <ul style="list-style-type: none"> ● A proactive and responsive public service, helping shape and deliver the Government's priorities ● New Zealand's systems and institutions of executive government are trusted, effective and enhance our nation's reputation ● Our cohesive, risk-based national security system makes New Zealand stronger and more resilient ● New Zealand is the best place in the world for children and young people ● Christchurch is a dynamic, productive and inspiring place to live, work, visit and invest

Our values

Mahia i runga i te rangimārie me te ngākau māhaki

With a calm mind and a respectful heart
we will always get the best results

Courageous
We stand up

Connected
We join together

Committed
We believe in what we do

And we do it with
Respect

Part A – Our purpose

In this section we summarise our role, how we work and the value we bring.

We outline the unique role we play within the State sector, providing advice, leadership, support and coordination on activities that impact across the public service.



Who we are

DPMC has a unique role as the trusted advisor, leader and steward of our system of executive government. We also lead the national security system to make New Zealand stronger and more resilient.

Ensuring that executive government functions well requires us to maintain close relationships of trust and confidence with the Governor-General, the Prime Minister and Cabinet.

The breadth of our role makes collaboration critical for our success. To deliver, we need to work across DPMC and with our diverse external stakeholders, including the public service, emergency services, local government, iwi, non-governmental organisations (NGOs), the private sector and the wider community.

Despite our diverse functions, we are unified by an overarching purpose: to advance an ambitious, resilient and well-governed New Zealand.

An ambitious New Zealand can rely upon key institutions and systems to work together in advancing the public interest.

A resilient New Zealand is able to plan for, respond to and recover from shocks and stressors in a timely and effective way.

Well-governed means Cabinet decision-making is supported by the best available advice and evidence, and a Governor-General ably supported in her constitutional, ceremonial, community and international roles.

To fulfil our role and realise our purpose we:

- Lead – Working with and across agencies to deliver the Government’s agenda
- Advise – Providing strategic and expert advice to the Prime Minister and other Ministers
- Steward – Upholding the principles, systems and processes of executive government, and developing future capability
- Deliver – Ensuring that urgent and government priorities are achieved.

Our values underpin everything we do

**Mahia i runga i te rangimārie
me te ngākau māhaki**

*With a calm mind and a respectful heart
we will always get the best results*

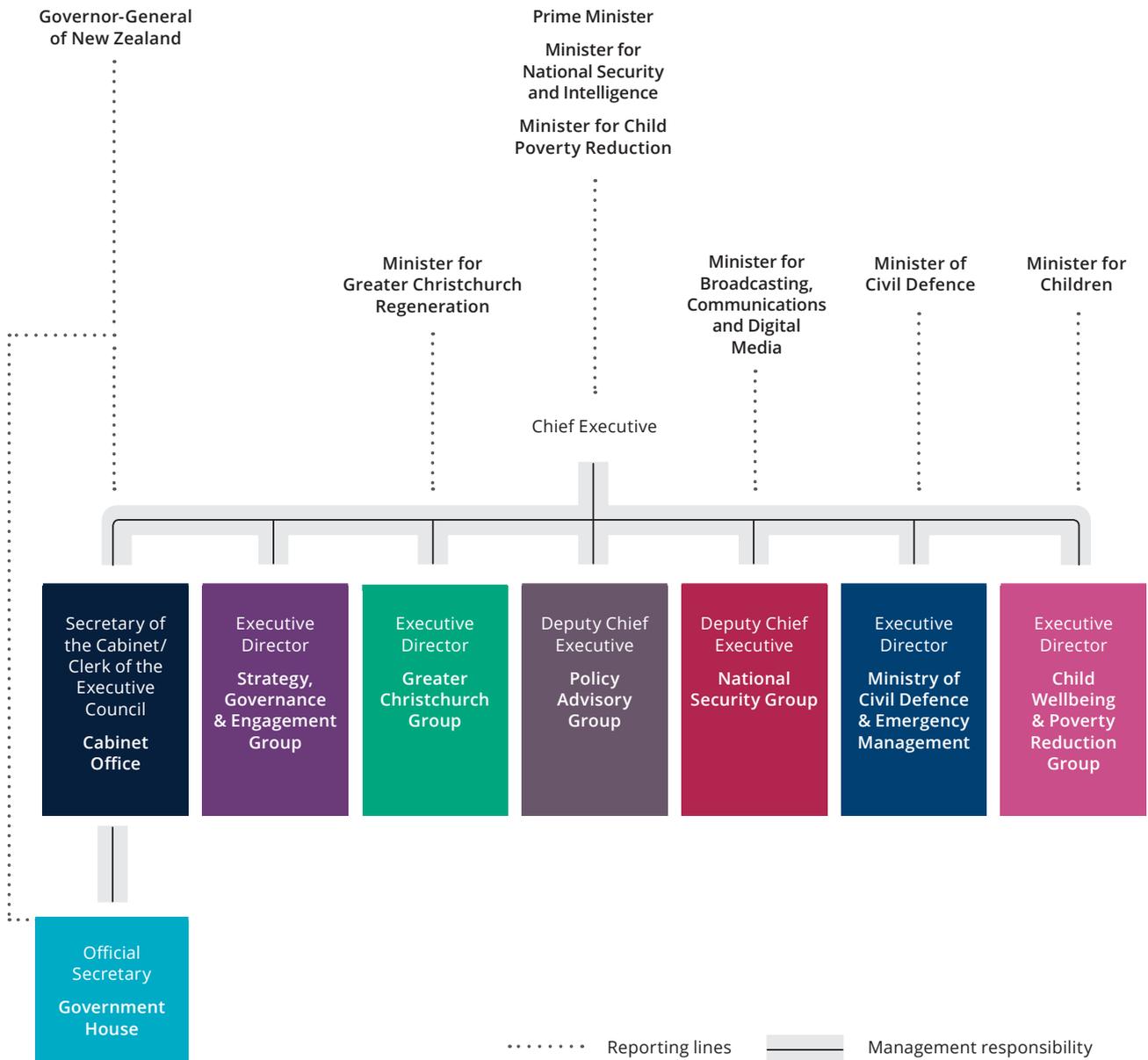
We are

- Courageous**
We stand up
- Connected**
We join together
- Committed**
We believe in what we do
- And we do it with
Respect**

In Te Reo this can
be expressed as:

- Kia māia** — *be courageous*
- Kia honohono** — *be united*
- Kia manawanui** — *be determined and persistent*
- Kia taute** — *be considerate*

Our organisation structure



Our Business Groups

DPMC has approximately 275 staff in Auckland, Wellington and Christchurch spread across eight Business Units. Our corporate support is provided through a shared service arrangement with the Treasury. Our Business Units coordinate and collaborate to advance an ambitious, resilient and well-governed New Zealand.



The Child Wellbeing and Poverty Reduction Group

responds to the Government's commitment to reduce child poverty and enhance the wellbeing of all children and young people in New Zealand by developing legislation, strategies and policies through coordination and collaboration across agencies.

The Strategy, Governance and Engagement Group (SGE)

supports the achievement of our strategic objectives and manages risk by working across DPMC and ensuring we have sound planning and advice, effective policies, communications, governance and efficient organisational systems and processes.

The National Security Group (NSG)

leads, coordinates and supports New Zealand's National Security System and the New Zealand Intelligence Community. NSG leads the coordination of advice on matters of national security for the Prime Minister (who is also the Minister for National Security and Intelligence), and on matters of cyber security policy for the Minister of Broadcasting, Communications and Digital Media and civil defence and emergency management policy for the Minister of Civil Defence.

Cabinet Office

supports the effective operation of executive government and provides advice and support to the Governor-General, Prime Minister and other Ministers on constitutional, policy and procedural issues. Cabinet Office also provides impartial secretariat services for meetings of the Executive Council, Cabinet and Cabinet committees.

Government House

works with the Cabinet Office to support the Governor-General across the four main duties of the office – constitutional, ceremonial, community leadership and international duties – as a symbol of national unity and leadership. They also maintain the heritage buildings and grounds of the residences in Auckland and Wellington.

The Ministry of Civil Defence & Emergency Management (MCDEM)

manages central government's response and recovery functions for national emergencies and supports the management of local and regional emergencies. MCDEM supports a resilient New Zealand by supporting and enabling communities in understanding risks, being ready for, responding to and recovering from emergencies.

The Policy Advisory Group (PAG)

provides free and frank advice to the Prime Minister and other Ministers; contributes to policy development across the public service; and leads policy projects commissioned by the Prime Minister. Taking a whole-of-government view, PAG links agencies to ensure that officials' advice considers broader government priorities. PAG hosts the Policy Project which drives policy advice improvement across government.

The Greater Christchurch Group (GCG)

oversees the Crown's interests in the regeneration of greater Christchurch. GCG provides leadership and coordination across government agencies, engages with local entities and the community and supports the transfer of responsibility for leading greater Christchurch regeneration.

The Central Agency Shared Services (CASS)

provides services relating to finance, human resources, information management, information technology and payroll. Through collaborating and sharing these services, DPMC and the Treasury achieve greater depth of service, improved resilience, reduced risk and have access to capability that would not be cost effective for each on their own.

Part B – Our strategic intentions

Here we describe the context in which we operate and the five strategic intentions that will focus our work for the next four years.

We also summarise the impacts we expect to have in both the short term (less than 18 months) and medium term (18–48 months).



What drives our work

The Government's priorities

The Government currently has three priorities to which we make significant contributions. DPMC will provide support and expert advice to the executive government and leadership across agencies to help the Government deliver its priorities.

The Government's published priorities are:

- **An economy that is growing and working for all of us**

We are building a modern economy that is fit for the 21st century and beyond. That means being smarter in how we work. It means an economy that produces and exports higher value goods, one that protects the environment, supports our regions to grow, and one that makes sure all New Zealanders share in the rewards of economic growth.

- **Improving the wellbeing of New Zealanders and their families**

We want every New Zealander to have access to world-class education and healthcare, live in a home that is healthy and in a community that is safe, and to realise their potential.

- **Making New Zealand proud**

It is time for a new kind of government that builds an even better New Zealand we can all be proud of, through modern compassionate leadership that recognises the value of every New Zealander and backs all our people.

*The Government's
priorities for New Zealand*

To help the Government deliver on its priorities, we have taken on new responsibilities, such as helping to make New Zealand the best place in the world for children and young people, and adjusted our focus. Each of our Strategic Intentions is linked to at least one of the Government's priority areas.

The needs of our stakeholders

Given our role at the centre of executive government, and the increasing significance of our system roles, the number and needs of key stakeholders and customers we serve has continued to grow and evolve.

We currently have responsibilities to seven portfolios held by four Ministers. Properly executing these responsibilities requires us to effectively manage an increasing number of relationships with the State sector, local authorities, iwi, NGOs, businesses and individuals. We must also exercise influence and system stewardship, and increase our ability to broker solutions and manage change.

The world we operate in

A number of factors can shape, influence and change our priorities.

Elections and the Government's priorities

The Government has set priorities, but as a department, we must remain flexible and adaptable to respond to changing needs and circumstances. One of DPMC's strengths is we are able to rapidly respond to changes as they arise.

Unpredictable hazards and risks

As events in the past have shown, emergencies and other unforeseen shocks will occur.

DPMC plays an important role in ensuring the response and recovery is well coordinated. Our core business involves lifting New Zealand's capability and capacity to improve our preparedness and resilience. This means we need to ensure the resilience of DPMC's staff, systems and arrangements so we can effectively respond to hazards and risks.

Increasingly complex, interdependent security and policy issues

The globalised world is based on interconnected networks: physical, virtual, social and economic. These provide opportunities, but also pose risks and can create complex problems that we must monitor and prepare to respond to.

As the leader of the national security system, we need to continue to refine and improve how we work across government to identify, reduce and prepare for shocks and stressors.

Inclusion and diversity

New Zealand's demographic landscape is changing. New Zealand is becoming more ethnically diverse, the average age is increasing and technology is changing how we interact. Diverse perspectives, including ethnic, gender and experiential differences, cultivate different ways of thinking which help address complex issues.

We are committed to a diversity goal of making sure we have a working environment where all employees are included, valued and celebrated for the different perspectives they bring, are recognised for the contribution they make and offered equitable access to opportunities to succeed.

We have reduced our gender pay gap from 25% six years ago to 10.2% (below the public sector benchmark), through the retention of female staff, and the development and promotion of women in leadership roles, increasing the number of women in leadership roles from 18% to 60%. DPMC is also a sponsor of a significant project to encourage female participation and development in the National Security Workforce.

Strategic Intention One

Supports all three of the Government's priority areas.

A proactive and responsive public service, helping shape and deliver the Government's priorities

What we intend to achieve

Our goal is to ensure Government has accurate, informed and timely information to support good governance and effective decision-making. This includes the provision of high-quality policy advice to support domestic policy and national security interests, and also high-quality and timely services for the Prime Minister and Cabinet.

We work with the policy community to improve the capability at the system, agency and individual level to deliver quality policy advice. How we develop policy is evolving to meet increasing expectations of citizens, embrace technological change, seek better ways to develop policy in a contested market and ultimately empower citizens.

Our goal is to improve the quality of policy advice across the public service and, in doing so, support effective government decision-making.

What actions we will take

In collaboration with other agencies, interested parties and stakeholders, we will support the development of integrated, forward looking and high-quality policy advice across all facets of the Government's agenda.

We will provide advice and support on whole-of-government performance management and reporting, and assist in monitoring and reporting on the Government's key priorities and commitments.

We will provide trustworthy and high-quality support to the Prime Minister, Cabinet and the Governor-General to maximise the effectiveness of government decision-making.

Our Chief Executive, as the Head of the Policy Profession, will drive improvements to the policy system through strong system leadership. We will support and encourage agencies to use the frameworks and tools developed so far, and extend guidance to better support agencies and policy professionals to improve quality, capability and skills.

We will bring together the policy community to share good practice and address contemporary issues facing policy practitioners. We will identify and work towards collective approaches where this will lead to optimal outcomes, compared to an agency-by-agency approach.



Rt Hon Jacinda Ardern, Prime Minister leads the first Cabinet meeting of the new coalition government after being sworn in by the Governor-General, October 2017.

The impact we will have

In the short term, the results we expect to see include:

- improved coordination of policy and actions in support of the Government's key priorities
- the Prime Minister, Cabinet and the Governor-General rely on our expertise for impartial and impactful advice
- Cabinet has access to well-informed and timely information on the implementation of key government initiatives, policies, programmes and reforms
- increased opportunities for the policy community to share and learn about contemporary and emerging policy practices
- strengthened collective approaches to improving the performance of the policy system.

Over the medium term, our actions should lead to:

- enhanced results across the Government's key priorities
- our whole-of-government perspective is sought by public services and others in order to best deliver priorities
- Cabinet has improved insight into the impact and consequences of government initiatives, policies, programmes and reforms
- improved quality of policy advice across the public service.

Strategic Intention Two

Supports the Government's priority area of making New Zealand proud.

New Zealand's systems and institutions of executive government are trusted, effective and enhance our nation's reputation

What we intend to achieve

At the heart of New Zealand's democratic, political and economic system is a stable executive government, accountable to an elected House of Representatives.

Cabinet Office and Government House together will continue to provide high-quality advice and services to the Governor-General in support of her constitutional, ceremonial, international and community roles.

Cabinet Office is the recognised source of impartial, expert knowledge and advice on the systems of Cabinet and executive government. We will provide advice that supports the conduct and continuity of executive government, and work with Ministers' offices and departments to ensure issues are presented to Cabinet in a clear and robust way that supports good decision-making.

What actions we will take

We will support the Governor-General, Prime Minister and Ministers in continuing to exercise their constitutional, legal, governance and Cabinet decision-making roles in a manner that has, and is seen to have, legitimacy and integrity.

We will support the Governor-General and the Prime Minister to acknowledge and celebrate the service and achievement of individuals, groups and communities.

We will, in partnership with other agencies, continue to improve the support provided to Ministers so they are well-equipped to perform their roles and functions.

We will work to lift levels of public understanding about the institutions of executive government in New Zealand.

The impact we will have

In the short term, the results we expect to see include:

- greater transparency in the operation and conduct of government
- effective operation of the Cabinet system in support of the Government's operating arrangements
- New Zealanders acknowledge and celebrate the service, achievement and diversity of recipients of New Zealand Royal Honours
- greater public awareness of the Governor-General's activities, especially her support for initiatives around creativity, innovation, diversity and leadership.

Over the medium term, our actions should lead to:

- improving levels of trust and confidence in New Zealand's institutions of government
- greater understanding of the role and purpose of the Office of Governor-General, and the nature and functioning of Cabinet government in New Zealand
- Ministers possessing the system knowledge that allows them to most effectively exercise their portfolio and decision-making responsibilities
- greater awareness of New Zealand's dynamic sense of identity associated with a nation and its people.



The Duchess of Sussex attends a reception held by the Governor-General at Government House, Wellington to celebrate 125 years of women's suffrage, October 2018.

Strategic Intention Three

Our cohesive, risk-based national security system makes New Zealand stronger and more resilient

What we intend to achieve

Through collaborative leadership, DPMC intends to implement a risk-based national security system that focuses on building resilience throughout New Zealand. We will do this by working closely with a wide group of agencies to drive key government national security priorities.

The increased frequency of emergencies and threats over the past few years has led to heightened public awareness about the importance of being well prepared for emergencies when they occur. Accordingly, the public expect our national security system to work cohesively and collaboratively to make New Zealand stronger and more resilient.

What actions we will take

The National Security Group (NSG) and the Ministry of Civil Defence & Emergency Management (MCDEM) will provide strong leadership and stewardship across DPMC and with other agencies to improve how New Zealand manages risk and responds to emergencies and threats.

NSG will improve the cohesiveness and strength of our national security system by:

- leading cross-government programmes to ensure we have effective responses for highly complex national security risks
- leading strategic policy on national security, risk and resilience, intelligence and cyber security
- stewarding and developing the capabilities needed across the sector to deliver national security outcomes
- continued development of a risk-based approach in the governance of the national security system with greater focus on delivering meaningful management of the most significant national security risks

- strengthening national security policy collaboration within New Zealand, and internationally.

MCDEM will prioritise work empowering communities to build resilience and manage risk along with implementing Government's decisions to improve the system for responding to natural disasters and other emergencies. This work is wide-ranging and will include:

- empowering communities to recover from emergencies, manage risk and build resilience
- building the capability and capacity of the emergency management workforce and the development of 'Fly-In' team capability to support better responses
- improving how we communicate with stakeholders and the public, including clarified and improved warning and alerting procedures and better communications with the public in emergencies
- improving the information and intelligence system that supports decision-making in emergencies
- ensuring robust response facilities by developing a business case for a new National Emergency Management facility, and implementing arrangements for an alternate Auckland-based facility.

The impact we will have

In the short term, the results we expect to see include:

- the Prime Minister (and Minister for National Security and Intelligence), Minister of Broadcasting, Communications and Digital Media, Minister of Civil Defence and other senior decision-makers are provided with high-quality, better integrated advice on national security risks and threats
- clear direction for the national security sector, through a refresh of the Cyber Security Strategy and National Intelligence Priorities



Hon Kris Faafoi, Minister of Civil Defence at a water resilience event at Truscott Park, June 2018.

- improved communications with the public about emergencies that affect them
- improved clarity of emergency management roles and responsibilities
- the capability and capacity of the national security and emergency management workforce is enhanced
- the information and intelligence system that supports decision-making in emergencies is strengthened
- communities are further empowered to build resilience, manage risk and recover from emergencies.
- legislation setting out clarified functions and responsibilities of organisations with roles in the emergency management system
- improved partnerships between iwi and emergency management organisations, including through clarified and agreed arrangements for response and recovery
- New Zealand has a respected voice in its contribution to a rules-based international order
- decision-makers are more inclined to make intergenerational investments
- a risk-based system is well established and is demonstrated through cross-government mitigation work including bids and priorities.

Over the medium term, our actions should lead to:

- greater resilience to specific risks; for example, risks to critical infrastructure, and risks from emerging technologies

Strategic Intention Four

Supports the Government's priority area of improving the wellbeing of New Zealanders and their families.

New Zealand is the best place in the world for children and young people

What we intend to achieve

We will support the Government in meeting its child poverty reduction targets and improving child and youth wellbeing. This will involve working across and beyond government to provide advice on reducing child poverty and the development of a strategy to improve the wellbeing of children and young people.

Reducing child poverty and mitigating the impacts of child poverty and socio-economic disadvantage will help to reduce disadvantage and hardship in the short term, and improve health, social and economic outcomes in the longer term.

The vision for our child and youth wellbeing programme is that 'New Zealand is the best place in the world for children and young people'. The work we do will set out a plan to achieve this vision, encompassing the actions the Government intends to take to improve the wellbeing of all New Zealand children and young people.

What actions we will take

We will support progression of the Child Poverty Reduction Bill, and provide advice on child poverty reduction, meeting the Government's targets and mitigating the impacts of child poverty and socio-economic disadvantage.

We will develop a Child and Youth Wellbeing Strategy to improve the wellbeing of children and young people, working closely with key agencies. We will also engage meaningfully with key stakeholders including children and young people themselves, representatives of Māori, families and whānau, and the wider public during the development of the Strategy.

The impact we will have

In the short term, the results we expect to see include:

- broad public engagement is underway, including with children, young people and Māori
- advice to Ministers is informed by a range of views, data and evidence from across and outside of government
- other agencies begin to progress relevant aspects of the Strategy
- the Child Poverty Reduction Bill has been enacted
- publication of the first Child and Youth Wellbeing Strategy in 2019 setting out an ambitious vision and framework for longer-term changes and a shorter-term plan of action for government.



Hon Tracey Martin, Minister for Children meets with children at a picnic held by the Prime Minister at Premier House in Wellington, October 2018.

Over the medium term, our actions should lead to:

- children's agencies working collectively and with other partners on an agreed ongoing work programme
- a deeper understanding of child wellbeing and a

clear evaluation framework, including an initial set of child wellbeing indicators against which we will report on progress

- government efforts to achieve a meaningful reduction in levels of child poverty and to enhance child and youth wellbeing are well supported.

Strategic Intention Five

Supports the Government's priority area of an economy that is growing and working for all of us.

Christchurch is a dynamic, productive and inspiring place to live, work, visit and invest

What we intend to achieve

Our goal is to accelerate the regeneration momentum for greater Christchurch, to add economic, cultural, social and environmental value so Christchurch is ready for the challenges of the 21st century. We intend to do this while continuing to foster the transition of leadership of the regeneration of greater Christchurch from central government to local institutions.

As New Zealand's second largest city, it is important that Christchurch is a dynamic, productive and inspiring place to live, work, visit and invest. As part of the post-earthquake recovery, the Government and the private sector have invested heavily in Christchurch, which has resulted in increased infrastructure, housing and commercial capacity.

It is critical that the ongoing effort supports positive outcomes for the people of Christchurch. One area of particular importance is population growth, as this will assist in the regeneration of the local economy, and encouraging population growth in Christchurch may provide relief to cities facing capacity constraints. We recognise that decisions made now will make a significant impact on the future generations of Cantabrians and will leave a lasting positive legacy for the region.

What actions we will take

DPMC will engage with central and local partners to seek and consolidate opportunities to drive the regeneration of Greater Christchurch.

We will ensure that the Crown, as a whole, is working well together and with local leadership to sustain and improve the pace and momentum of regeneration.

Current regeneration priorities include working with other agencies to improve the resolution of remaining earthquake-related insurance claims and supporting the psycho-social wellbeing of the community, so that those affected can move on with their lives.

The impact we will have

In the short term, the results we expect to see include:

- close out of the Horizontal Infrastructure programme
- progress on the delivery of the Canterbury Multi-Use Stadium
- planning for an orderly transition to local leadership and establishment of local/central government arrangements suitable for the specific circumstances of greater Christchurch
- finalisation of the draft Ōtākaro Avon River Corridor Regeneration Plan
- establish and support the public enquiry into the Earthquake Commission (EQC) which is due to be completed by June 2019
- support the progress of Global Settlement between the Crown and Christchurch City Council.



Hon Megan Woods, Minister for Greater Christchurch Regeneration plants a tree in the Kaiapoi Food Forest, Waimakariri with Clarkville school children, June 2018.

Over the medium term, our actions should lead to:

- the full and appropriate use of Greater Christchurch Regeneration Act powers before its expiry in 2021
- implementing transition arrangements (legislative, institutional and financial) to restore local leadership
- full local leadership of regeneration efforts with central government's role moving to a normalised relationship with greater Christchurch.

Managing our functions – organisational health and capability

Where we will be in four years

DPMC has more than doubled in size over the past five years to approximately 275 staff as we have taken on new responsibilities. We are located in Christchurch, Auckland and multiple sites in Wellington.

To unite our diverse business groups, we have confirmed our core purpose, values and objectives to ensure staff across DPMC understand who we are and where we are heading.

On 30 August 2018, the Government responded to a Technical Advisory Group (TAG) report on the Ministerial review of the emergency response system. The Government's response to the TAG

recommendations sets out a broad, multi-year work programme that will deliver extensive change to New Zealand's emergency management system. The outcome of the better responses to national emergency work programme could have a significant impact on the future makeup of DPMC.

We need to ensure our corporate infrastructure delivers the systems and capability we need to support an ambitious, resilient and well-governed New Zealand. We also need to be flexible enough so that we are able to quickly respond and adjust to any changes in our responsibilities.



DPMC staff.

DPMC continuously monitors its programmes of work to ensure they are well managed within available funding. However, changing complexity and expectations, new roles and short-term project work do put pressure on our baselines at times. We received additional funding from 2015/16 to support the transition of activity from Canterbury Earthquake Recovery Authority to inheriting agencies, and to establish both the new functions of the Greater Christchurch Group and the corporate services needed to support our growth. By 2020/21 the majority of the new funding reduces as the focus of the earthquake recovery shifts to regeneration and ownership by local institutions. DPMC is well prepared for this reduction.

Delivery of the emergency management system reform work will be met partially from existing baseline but will also entail seeking new investment from the Crown through Budget 2019 and subsequent budgets.

People

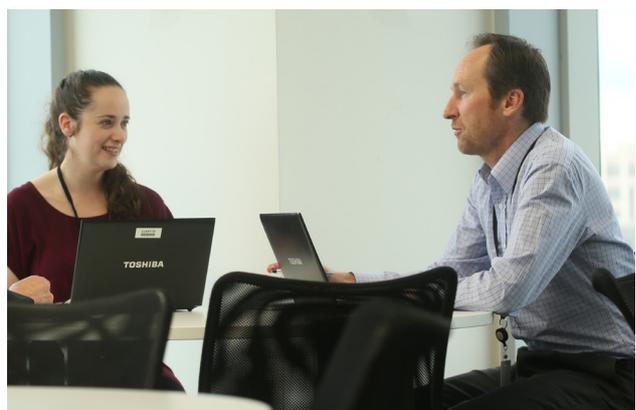
Fundamental to DPMC being a high-performing organisation and achieving its purpose is having engaged and empowered employees. To support this, our focus has been to create an effective base for supporting staff success. We have an integrated programme of work supporting four priority goals:

- A consistent DPMC – Creating better consistency and efficiency in how we communicate, employ, induct, develop, manage and reward our staff.
- Achieving greater system integration of our workforce – Working at a system level to manage critical workforce resources in a smart way.
- Building DPMC values and engagement – Building on the key things that help us create positive staff engagement, and shifting our culture to support our ability to achieve our key objectives.

- Developing DPMC people – Supporting and developing our people to maintain a diverse and inclusive environment where people can grow their careers and contribute to our success.

We are using a new organisational survey tool, which we are calling Kōrero Mai. The survey tool provides engagement and organisational performance information on demand, and allows DPMC to benchmark against other agencies. We will use Kōrero Mai to monitor progress towards achieving our priority goals and to inform updates of the work programme.

DPMC will continue to actively support the system-wide initiatives being delivered via State Services Commission in leadership and talent, diversity and inclusion and employment and workplace relations. These support not only a more unified, agile and adaptable Public Service, they also form a robust framework to support the DPMC workforce.



DPMC staff.

Inclusion and diversity

We are committed to an inclusion and diversity goal of making sure we have a working environment where all employees are valued, included and celebrated for the different perspectives they bring; recognised for the contribution they make; and offered equitable access to opportunities to succeed.

Promoting inclusion and diversity as part of how we do things is a key ingredient for our organisational success. A diverse workforce will contribute a range of perspectives and experiences, promoting diversity of thought and positioning us well to respond effectively to the needs of the communities we serve. An inclusive workplace attracts and retains talented employees.

In addition to developing, promoting, retaining and fairly paying all staff, focused attention is being given to building management and leadership capability, creating a mentally healthy workplace, increasing our organisational Māori capability and setting staff up to succeed.

Health and safety and wellbeing

DPMC is committed to managing health and safety in the workplace in a proactive and participative way. In 2018, as part of our bi-annual review process, we updated our Health and Safety Policy to align with best practice. Annual goals are agreed by our leadership team and our health and safety committee, and staff and managers are supported to maintain and enhance a positive, and safe, environment.

Information and communication systems

Information and communication systems are key enablers for how we operate. Our Information and Technology Strategy helps support our goal of being connected; and working collaboratively, both together and with the wider world. Security is a key component of our strategy.

Over the short term, DPMC will continue a measured uptake of cloud-based technology, to improve the experience for our people and streamline our systems. We also expect to improve our resilience by improving our ability to work remotely in the event of a business disruption.

Over the medium term, we expect to shift additional services into the cloud. The additional shift to cloud-based services will support effective systems that are flexible, robust and secure. Our shift to the cloud will change our security risk profile so we will monitor closely our risk management approach for systems and information in the cloud.

We will continue to release data and information while balancing the principles of Open Data with security and privacy considerations.

Managing risk

DPMC's risk and assurance function supports regular management reviews of the Department's top strategic and operational organisational risks. DPMC's Risk and Assurance Committee provides challenge and independent advice to the Chief Executive. The Department regularly commissions independent assurance to ensure we operate effectively so we can deliver on our intentions while managing associated risks.