

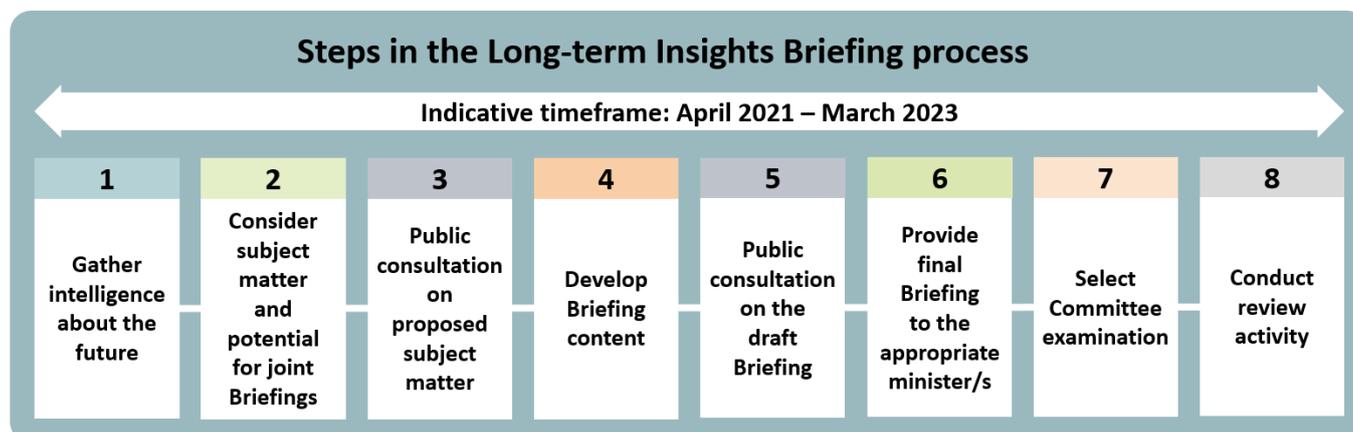
## Detailed steps of the development process



There are eight high-level steps in the Long-term Insights Briefings (Briefings) process, which are set out in the diagram below. This guide describes the key activities that form each of the steps. It's designed to assist departments in developing the Briefings. Indicative timeframes have been included for each of the steps. The exact timeframes will vary depending on the department's approach to the Briefings.

The Long-term Insights Briefings Checklist is a companion to this document. It provides a list of questions based on good practice that can be considered during each step of the process. The Checklist should be read in conjunction with this document.

**Figure 1. Overview of the eight steps in the Long-term Insights Briefing process**



## Contents

Introducing the Long-term Insights Briefings.....	2
Step 1: Gather intelligence about the future .....	3
Step 2: Consider subject matter and potential for joint briefings .....	5
Step 3: Public consultation on proposed subject matter .....	7
Step 4: Develop Briefing content .....	10
Step 5: Public consultation on the draft Briefing .....	12
Step 6: Provide final Briefing to the appropriate minister/s .....	15
Step 7: Select Committee examination .....	17
Step 8: Conduct review activity .....	19
Publication details .....	20

# Introducing the Long-term Insights Briefings

The *Public Service Act 2020* (the Act) ([Schedule 6, clauses 8 and 9](#)) requires departmental chief executives to develop a Long-term Insights Briefing at least once every three years. Key points are:

- The requirement to publish a Briefing is a statutory duty on departmental chief executives, independent of ministers. When developing the Briefing, the ‘no surprises’ principle still applies.<sup>1</sup>
- Chief executives must provide a copy of the final Briefing to the appropriate minister – to enable the minister to present the Briefing to the House of Representatives as soon as reasonably practicable after receiving it.
- Chief executives select the subject matter for the Briefing. They must do this by taking into account the purpose of the Briefings (outlined in the box) and the future trends, risks and opportunities that are particularly relevant to their department’s functions.
- Individual chief executives may develop and sign off their own Briefing on subject matter relevant to their department’s functions (departmental Briefing). Alternatively, they may join with other chief executives to develop and sign off a single Briefing on subject matter that is relevant to multiple departments’ functions (joint Briefing).
- While the Act references the medium and long-term, the exact time horizon is not defined in years. It’s recommended that Briefings look out at least 10 years into the future to ensure their focus is beyond the short term. Chief executives can select an upper limit for the time frame focused on in each Briefing that’s most appropriate for the topic under investigation.
- The Briefing needs to appropriately consider Māori and Treaty interests. The same considerations in relation to the Treaty of Waitangi that normally apply to the work of government departments also apply to the Briefings. The extent to which engagement with Māori occurs in developing the Briefing will depend on the department’s functions and the level of interest from Māori in the subject matter of the Briefing.
- At a minimum, the Act requires chief executives to consult the public on the subject matter to be included in the Briefing and the draft Briefing once developed. It’s recommended chief executives consider whether specific population groups and other stakeholder groups should be a particular focus of consultation, given the subject matter.<sup>2</sup> This includes considering whether engagement with any groups or the wider public should extend beyond the minimum consultation requirements of the Act or at more points in the process than required by the Act.
- It’s recommended chief executives should produce the first Briefing in time for the appropriate minister to present the Briefing to Parliament by 30 June 2022. If this isn’t possible, chief executives should aim for as soon as practicable after this date.

## Statutory purpose of the Briefings

To make available into the public domain:

- information about medium and long-term trends, risks and opportunities that affect or may affect New Zealand and New Zealand society
- information and impartial analysis, including policy options for responding to these matters.

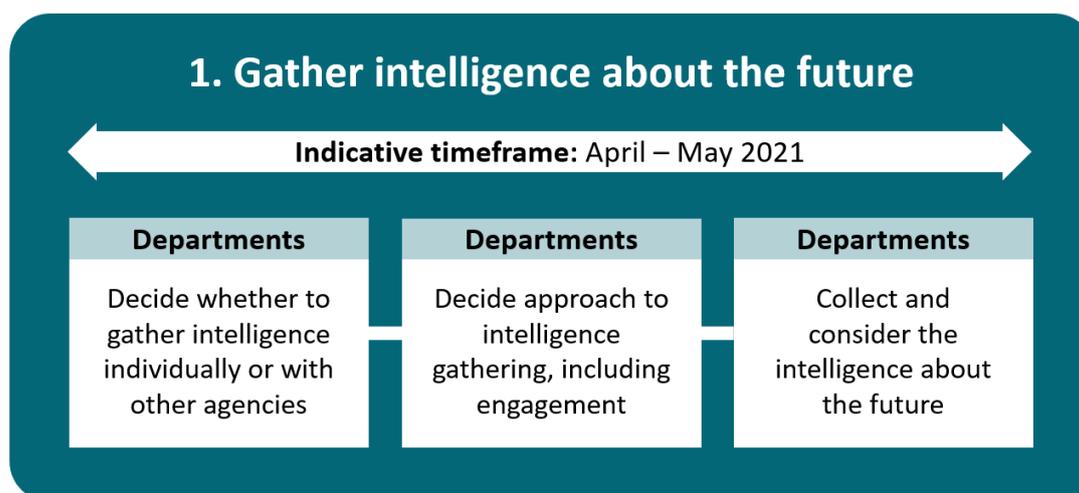
<sup>1</sup> The ‘no surprises’ principle is a convention by which chief executives keep their ministers informed of significant or controversial matters, especially those that may arise in public, in the minister’s portfolio areas of responsibility. Refer to Crown Law’s [Chief Executives and the ‘no surprises’ principle](#) for more information.

<sup>2</sup> Some of the groups making up the New Zealand population include Māori, Pacific peoples, other ethnically diverse groups, disabled people, women, rainbow communities, religious communities, children and youth, and seniors. This is not meant to be an exhaustive list. Those and other groups with a stake in the subject matter that it is most relevant to consult with will vary from Briefing to Briefing.

## Step 1: Gather intelligence about the future

The purpose of Step 1 is to gather intelligence on the “medium and long-term trends, risks and opportunities that affect or may affect New Zealand and New Zealand society”. This will provide a firm basis in Step 2 for considering which subject matter to focus the Briefing on.

**Figure 2: The indicative timeframe and key activities for Step 1.**



Some departments may have recently gathered intelligence on future trends, risks and opportunities. They may be able to reuse this information in Step 1. This may not be the case for other departments.

The key activities in Step 1 involve the following:

### **1. Departments decide whether to gather intelligence individually or with other agencies**

Departments decide whether, and to what extent, to coordinate the intelligence gathering in Step 1 with other departments or agencies such as Crown entities. Sharing the intelligence gathering across agencies (and later work on developing Briefings) would reduce the workload and prevent duplication of effort. It means that trends that impact the responsibilities of different departments and Crown entities can be considered together with new insights provided.

### **2. Departments decide on approach to intelligence gathering, including engagement**

Departments plan their approach to the intelligence gathering about the future and considering this information. This includes a wide exploration of information and assumptions to identify potential trends, risks and opportunities for the future. Departments decide whether, and to what extent, to engage with key groups or the wider public in Step 1. Expertise and views outside the department and the public service can be a useful source of knowledge, including Crown entities related to the department’s functions. Engaging early can also help build support for the Briefings.

Departments consider whether engagement with Māori, and with specific population groups and other stakeholder groups should form part of the intelligence gathering to inform selecting the proposed subject matter for the Briefing in Step 2. The department’s functions and the level of interest from

Māori and others in the potential subject matter, will determine who is engaged, the extent of engagement and at which step/s in the Briefing process. The range of Māori and Treaty interests should be considered – including the role of iwi, hapū and whānau to inform the selection of the subject matter.

Depending on your department's approach and who is being engaged with, it may be useful in Step 1 to consider the high-level design for the engagement across all steps of the Briefing process.

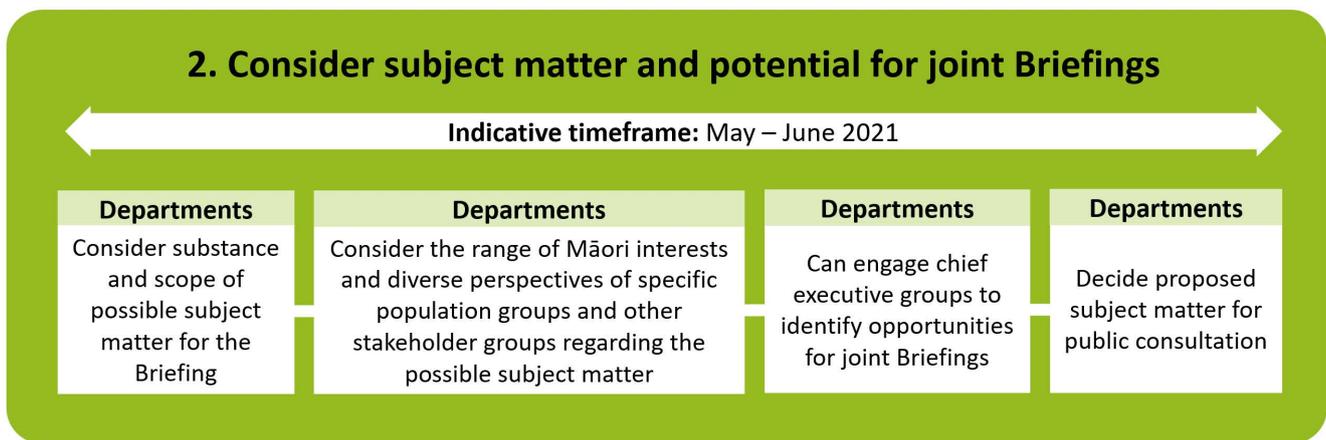
### **3. Departments collect and consider the intelligence about the future**

Departments collect and consider the intelligence about the medium and long-term future. This includes considering the context and implications of the strategic drivers identified for your policy area. Undertaking this process will help ensure that issues beyond the day-to-day field of view are considered when selecting the subject matter for the Briefing.

## Step 2: Consider subject matter and potential for joint briefings

The purpose of Step 2 is to consider and scope the proposed subject matter for the Briefing, informed by the intelligence gathered in Step 1. This includes whether departments will work together to develop a joint Briefing.

**Figure 3: The indicative timeframe and key activities for Step 2.**



The key activities in Step 2 involve the following:

### 1. Departments consider substance and scope of possible subject matter for the Briefing

Departments consider the possible candidates for subject matter for the Briefing that are important to the future wellbeing of people in New Zealand, informed by the intelligence gathered in Step 1. This involves both identifying the possible substance (the topic under consideration) and possible scope (what's in and out) of the Briefing if that topic were selected as the subject matter. The subject matter doesn't need to cover a department's entire portfolio. It may focus on a deeper exploration of specific areas identified in Step 1.

### 2. Departments consider the range of Māori interests and diverse perspectives of specific population groups and other stakeholder groups regarding the possible subject matter

Departments consider the range of Māori and Treaty interests in the possible subject matter including:

- the impact of future changes on iwi, hapū, whānau, Māori organisations, and other Māori interests (including as people of New Zealand)
- what matters to Māori about the future, including the impact on outcomes that affect them, Treaty settlements and customary rights and interests, and aspirations and needs
- Māori tikanga or mātauranga Māori at play.

This may involve working with iwi Māori and other Māori interests on selecting the proposed subject matter for the Briefing.

Departments also consider the perspectives of specific population groups and other stakeholder groups that are particularly relevant to the possible candidates for the subject matter for the Briefing. This includes understanding the needs, views and values of these groups, in order to consider the possible subject matter and potential implications from their perspectives. This can be explored further in Step 3 when consulting the public on the proposed subject matter, and in Step 4 when developing the Briefing content.

### **3. Departments can engage chief executive groups to identify opportunities for joint Briefings**

Departments may develop and sign off their own Briefing on subject matter relevant to their department's functions (departmental Briefing). Alternatively, they may join with other departments to develop and sign off a single Briefing on subject matter that's relevant to multiple departments' functions (joint Briefing).

How a group of chief executives choose to collaborate to prepare a Briefing they jointly sign off is up to them, provided the selection of subject matter and the Briefing meets the requirements of the Act for each department. This differs from when a department or other agency in the public sector contributes to a Briefing on subject matter relevant to their agency, but doesn't sign off the Briefing. Such a contribution on its own would not satisfy the requirements to provide a Briefing.

To discuss subject matter and identify opportunities to develop joint Briefings, departments can engage the existing chief executive groups – such as the Climate Change Chief Executive Board or Economic Chief Executives – and can also arrange discussions with one or more departments.

### **4. Departments decide proposed subject matter for public consultation**

Departments decide proposed subject matter for public consultation in Step 3 after considering:

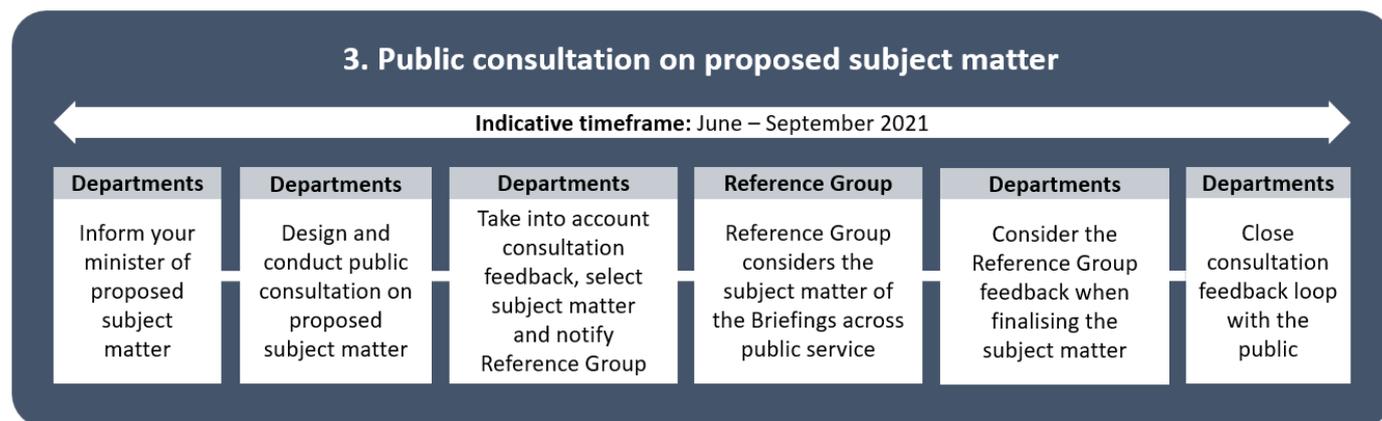
- the possible options for the subject matter
- the range of Māori interests and perspectives of specific population groups and other stakeholder groups that are particularly relevant to the possible subject matter
- the shared interests with other agencies.

Departments may select a single preferred option for the subject matter of the Briefing to consult on, or a range of options – for either a departmental Briefing or a joint Briefing. Considerations of resourcing, capability and relationships will influence decisions on the scope and substance of the Briefings. For criteria to assist you in selecting the proposed subject matter, see Annex A of the [Long-term Insights Briefings: High-level overview](#).

## Step 3: Public consultation on proposed subject matter

The purpose of Step 3 is to seek public feedback on the substance and scope of the proposed subject matter for the Briefing. The Briefings are a mechanism for the public to contribute meaningfully on what matters the most for the future of New Zealand. The consultation and any other engagement feedback will then be considered by your chief executive to make a final decision on the subject matter of the Briefing. The timing for this step will depend on the extent of the public engagement undertaken.

**Figure 4: The indicative timeframe and key activities for Step 3.**



The key activities in Step 3 involve the following:

### 1. Departments inform their minister of proposed subject matter

Departments decide when and how to inform the minister of the proposed subject matter for the Briefing before consulting the public. This decision is for the chief executive in accordance with the ‘no surprises’ principle. Given the requirement that the Briefings be produced independently of ministers, informing the minister does not mean consulting with the minister on the preferred subject matter.

When first informing their minister about the preferred subject matter, it’s recommended departments inform:

- their ‘ownership minister’
- each minister responsible for the relevant function of the department that relates to the proposed subject matter.

### 2. Departments design and conduct public consultation on proposed subject matter

The Act requires that public consultation be undertaken on the proposed subject matter of the Briefing. A department may design and conduct the public consultation for a departmental Briefing, or two or more departments may work together to undertake the public consultation for a joint Briefing.

The extent and forms of public consultation, or more deliberative engagement, is a judgement call for departments. As outlined in Step 1, it is important that the engagement approach on a Briefing that a department adopts with those outside the public service is inclusive of Māori, and of population groups

and other stakeholder groups who may be potentially affected by or have an interest in the subject matter.<sup>3</sup>

Departments should keep in mind the potential impact on the public of the consultation requirements of the Briefings, particularly if conducted in a similar timeframe. Departments should share with other departments when and how they're planning to engage with their stakeholder groups, through existing system groups or mechanisms such as the Microsoft Teams group on Long-term Insights Briefings.<sup>4</sup> This will enable departments to sequence and schedule engagement on the subject matter of the Briefings, and combine with other departments' consultation processes on the Briefings where it makes sense to do so.

New Zealand courts have identified some principles to adhere to where there is a legislative duty to consult – as is the requirement with the Briefings in this step. These principles include:

### **Sufficient information must be provided to enable informed feedback**

This means providing the proposed subject matter for the Briefing. It isn't sufficient to conduct 'blue sky' thinking that involves only asking the public what they think the subject matter should be. The proposed subject matter could include a single preferred option, or a range of options with a request for feedback on which should be chosen. Informed feedback could be enabled by:

- some explanation as to why the subject matter is proposed
- an indication of any options that were considered but rejected.

### **Consultation must be fit for purpose**

When designing the approach to the public consultation, departments should consider the subject matter options and their complexity.

Consultation on Briefing subject matter should include clear messaging about the purpose of Long-term Insights Briefings, and how feedback on the possible subject matter for Briefings will be used. To avoid confusion, any engagement processes on the Briefing subject matter should be kept separate from engagement processes on related areas of government policy.

As well as giving the general public an opportunity to provide feedback on proposed Briefing subject matter, departments may wish to target consultation activities for Māori, and for specific population groups and other stakeholder groups with an interest in the subject matter. Factors to consider include the range of people likely to have an interest in responding, and whether the interest of some groups creates an expectation of specific consultation or closer engagement. For example:

- Are there Māori interests in the subject matter?
- Are there specific population groups and other stakeholder groups whose feedback is needed to inform the subject matter selection?
- Does the department as standard practice consult certain groups when making decisions on that subject matter?
- Were any groups engaged in Steps 1 and 2 of the Briefing process?

---

<sup>3</sup> Refer the Policy Project's [Guide to Inclusive Engagement](#).

<sup>4</sup> To join the public sector Microsoft Teams group on Long-term Insights Briefings email [policy.project@dpmc.govt.nz](mailto:policy.project@dpmc.govt.nz).

## **Engage with Treaty of Waitangi interests**

Engagement with Māori is likely to be necessary to better understand the range of Treaty and Māori interests set out in Step 2.

The extent to which engagement with Māori interests occurs and at which step/s in the Briefing process, will depend on the department's functions and on the level of interest from iwi, hapū, whānau and Māori organisations in the subject matter of the Briefing.

### **3. Departments take into account consultation feedback, select subject matter, and notify the Reference Group**

Departments take into account the feedback from the consultation on the proposed subject matter. This means genuinely considering matters raised during the consultation by:

- weighing up the factors being considered
- effecting a balance between these factors that's appropriate for the circumstances
- being able to show that this proper consideration of the feedback has taken place.

Departments then make any changes to the proposed subject matter as appropriate.

A public sector-wide process has been established to provide a system-level view of and advice on the issues being considered in the Briefings. Departments will provide their proposed subject matter for the Briefings to the Reference Group – a group of chief executives convened and chaired by the Head of the Policy Profession.

### **4. The Reference Group considers the subject matter of the Briefings across public service**

The Reference Group will consider the proposed subject matter and number of Briefings across the public service. It will identify any linkages, duplication, and prioritisation across the proposed Briefings and provide this feedback to chief executives. The role of the Reference Group is advisory. Individual chief executives retain the decision rights to select the subject matter for their Briefing, and to decide whether or not to join with others to develop a joint Briefing.

### **5. Chief executives consider the Reference Group feedback when finalising the subject matter**

When finalising the subject matter of their Briefings, chief executive groups and individual chief executives consider the Reference Group feedback and whether to amend their approach.

### **6. Departments close consultation feedback loop with the public**

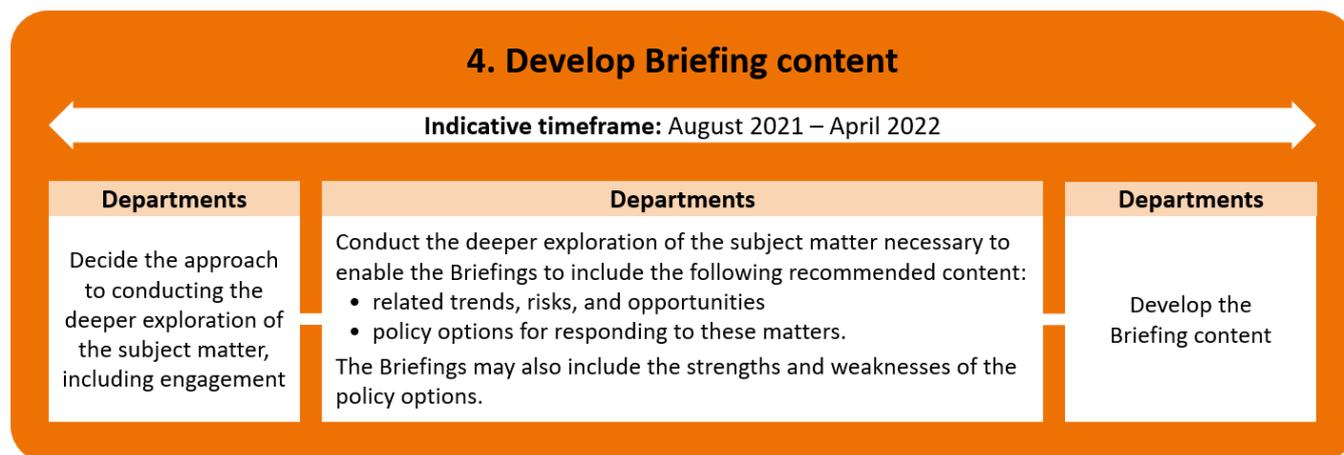
Good practice is for departments to close the consultation feedback loop. This includes providing to the public and any specific groups engaged with a means of accessing (e.g. placing on the department's website):

- a summary of all feedback on the proposed subject matter for the Briefings
- the final decision on the subject matter.

## Step 4: Develop Briefing content

The purpose of Step 4 is to develop the content of the Briefing. This involves conducting a deeper exploration of the subject matter selected.

**Figure 5: The indicative timeframe and key activities for Step 4.**



The key activities in Step 4 involve the following:

### 1. Departments decide the approach to conducting the deeper exploration of the subject matter, including engagement

Departments plan their approach to conducting a deeper exploration of the subject matter under consideration. Departments may be working individually on a departmental briefing, or with other departments on a joint Briefing. The approach includes what further information sources to use, how to collect the information, and the methodology and techniques to be applied when exploring the information. Engaging with Māori, and with the wider public in developing the Briefing content can provide useful information about different perspectives on the subject matter.

When planning the approach, departments need to consider the range of Māori and Treaty interests set out in Step 2 (on the bottom of page 5) as part of their thinking on the Briefing. This includes considering the role of different Māori interests in developing the Briefing content. The Briefings can build closer relationships with Māori by appropriately recognising the interests and roles Māori may have, and by signalling which policy options are more likely to improve outcomes for Māori over time, and consequently Treaty relationships. Where relevant, the Briefings should incorporate Treaty and te ao Māori analysis.

### 2. Departments conduct the deeper exploration of the subject matter of the Briefing

The Act doesn't set out requirements for the content of the Briefings. Based on the statutory purpose of the Briefings, it's recommended they include:

- information about medium and long-term trends, risks and opportunities related to the subject matter under consideration
- information and impartial analysis, including policy options for responding to these matters.

The Briefings may also include the strengths and weaknesses of policy options but without indicating a preference for a particular policy option. Departments should take care that a Briefing upholds the impartiality that's fundamental to maintaining a politically neutral public service. Ensuring that the Briefings don't indicate a preference for any policy option and are based on unbiased information and analysis will help achieve this.

#### **Identifying and examining trends, risks and opportunities related to the subject matter**

The Briefings don't have to be definitive in terms of whether something presents a risk or opportunity, and may point to uncertainties in the future environment and the range of futures that are possible. There may also be different risks and opportunities for different population groups or other stakeholder groups. The Briefings provide an opportunity to reveal these diverse perspectives and any potential inequities or disparity of outcomes that may arise or be addressed.

#### **Identifying and examining policy options for responding to these trends, risks and opportunities**

The Briefings can look at policy options or strategic choices that respond to the underlying changes in the overall system. The long time-horizon may mean it's not possible to identify detailed options for responding to each trend, risk or opportunity.

#### **Identifying the strengths and weaknesses of the policy options, if they're being included**

Whether or not to include the strengths and weaknesses of policy options is a judgement call based on the subject matter under consideration. Depending on the time horizon selected, it may not be possible to identify strengths and weaknesses so far into the future.

If departments choose to examine the strengths and weaknesses of policy options, this analysis is likely to reveal different and competing worldviews. Departments should acknowledge in the Briefing if there are competing worldviews and identify which worldview has informed their analysis of the strengths and weaknesses of policy options.

There are also likely to be different perspectives on the strengths and weaknesses of policy options amongst different population groups and other stakeholder groups. The Briefings provide an opportunity to reveal any potential inequities or disparity of outcomes that may arise. The Briefings should identify which policy options are more likely to improve outcomes over time for different groups and which policy options are more likely to result in the same or worse outcomes for different groups.

### **3. Departments develop the Briefing content**

Ultimately the Briefings will become parliamentary papers once presented to the House of Representatives by the minister. This means they must comply with the usual requirements for the parliamentary presentation of papers (see [Presenting papers to the House of Representatives](#)). Within these requirements, departments can select the format and structure of the Briefing.

Departments may also produce other long-term insights products that support communication of the information in the Briefings. There's an opportunity to be innovative and consider different audiences when deciding the format and structure of different communication products, including for public consultation.

## Step 5: Public consultation on the draft Briefing

The purpose of Step 5 is to seek public feedback on the content of the draft Briefing. The Briefings are a mechanism for the public to contribute meaningfully on what matters the most for the future of New Zealand. The consultation feedback will be considered by chief executives to make a final decision on the Briefing's content. The timing of this step depends on the extent of public engagement undertaken.

**Figure 6: The indicative timeframe and key activities for Step 5.**



The key activities in Step 5 involve the following:

### 1. Departments inform the appropriate minister of the content of the draft Briefing

Before consulting the public, departments decide when and how to inform the appropriate minister of the content of the draft Briefing. This decision is for the chief executive in accordance with the 'no surprises' principle. Given the requirement that the Briefings be produced independently of ministers, informing the appropriate minister does not mean consulting with the minister on the draft Briefing.

The 'appropriate minister' is the minister responsible for the relevant function of the department that relates to the Briefing.<sup>5</sup> If there is more than one appropriate minister, each minister should be informed about the content of the draft Briefing. In the example of a joint Briefing, each of the 'appropriate ministers' from the departments jointly signing off the briefing would need to be informed.

### 2. Departments design and conduct public consultation on the draft Briefing

The Act requires that public consultation be undertaken on the draft Briefing. A department may design and conduct the public consultation for a departmental Briefing, or two or more departments may work together to undertake the public consultation for a joint Briefing.

The extent and forms of the public consultation, or more deliberative engagement, is a judgement call for departments. As outlined in Step 3, it is important that the engagement approach on a Briefing that

<sup>5</sup> Appropriate minister is defined in [section 5](#) of the Public Service Act 2020.

a department adopts with those outside the public service is inclusive of Māori, population groups and other stakeholder groups who may be potentially affected by or have an interest in the subject matter.<sup>6</sup>

Departments should keep in mind the potential impact on the public of the consultation requirements on the draft Briefings, particularly if conducted in a similar timeframe. Departments should share with other departments when and how they're planning to engage with their stakeholder groups, through existing system groups or mechanisms such as the Microsoft Teams group on Long-term Insights Briefings. This will enable departments to sequence and schedule engagement on the Briefings and combine with other departments' consultation processes on the Briefings where this makes sense.

As noted earlier, New Zealand courts have identified some principles to adhere to where there is a legislative duty to consult – as is the requirement for the Briefings in this step. The principles, and their particular implications when consulting on draft Briefings include:

### **Sufficient information must be provided to enable informed feedback**

Departments should make the draft Briefing available to the public. Other information that could enable informed feedback includes any significant data, information and assumptions used to develop the Briefing, as well as explaining the methodology and techniques applied.

### **Consultation must be fit for purpose**

When designing the approach to the public consultation on the draft Briefing, departments should consider the subject matter of the Briefing and its complexity.

Consultation on the Briefing should include clear messaging about its purpose and how the feedback on the Briefing will be used. To avoid confusion, any engagement processes on the Briefing should be kept separate from engagement processes on government policy.

As with consulting on the Briefing subject matter, as well as giving the general public an opportunity to provide feedback on the draft Briefing, departments may wish to target consultation activities for key groups, including population groups and other stakeholder groups. Factors to consider include the range of people likely to have an interest in responding and whether the interest of some groups creates an expectation of specific consultation or closer engagement. For example:

- Are there key population groups and other stakeholder groups whose feedback is needed to inform the content of the Briefing?
- Does the department as standard practice consult certain groups when making decisions on that subject matter?
- Which groups were engaged in any of the earlier steps of the Briefing process?

### **Engage with Treaty of Waitangi interests**

Engagement with Māori is likely to be necessary to better understand the range of Treaty and Māori interests in the draft Briefing including:

- the impact of future changes on iwi, hapū, whānau, Māori organisations, and other Māori interests (including as people of New Zealand)
- what matters to Māori about the future, including the impact on outcomes that affect them, Treaty settlements and customary rights and interests, and aspirations and needs
- Māori tikanga or mātauranga Māori at play.

---

<sup>6</sup> See the [Guide to Inclusive Engagement](#).

If the level of Māori input was identified as high in earlier steps in the Briefing development process, it is likely you will have already undertaken prior engagement with the relevant Māori groups. Further engagement with them on the draft Briefing will provide further relevant information on the above matters. The extent to which engagement occurs and at which step/s in the Briefing process, will depend on the department's functions and the level of interest from Māori in the draft Briefing.

### **3. Departments take into account consultation feedback and finalise the Briefing**

To take into account the feedback from the consultation when finalising the Briefing, departments need to genuinely consider matters raised during the consultation. Genuinely considering matters raised means:

- weighing up the factors being considered
- effecting a balance between these factors that is appropriate for the circumstances
- being able to show that this proper consideration of the feedback has taken place.

Departments then make any changes to the draft Briefing in light of the consideration of feedback from the general public and key groups.

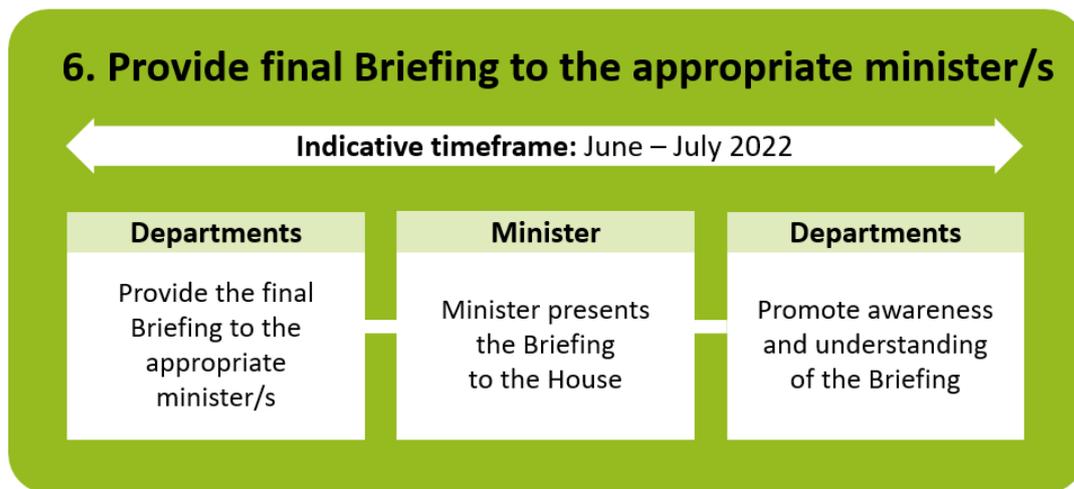
### **4. Departments close consultation feedback loop with the public**

Good practice is for departments to close the consultation feedback loop. This includes enabling the public to access a summary of the consultation feedback on the draft Briefing, and access the final Briefing. Departments should wait to publicly release the final Briefing until the appropriate minister has presented it to Parliament in Step 6. Good practice is for departments to also publish any significant data, information and assumptions used to develop the Briefing, as well as document the methodology and techniques used.

## Step 6: Provide final Briefing to the appropriate minister/s

The purpose of Step 6 is for the chief executive to provide the final Briefing to the appropriate minister/s. The minister must then present the Briefing to the House of Representatives as soon as reasonably practicable.

Figure 7: The indicative timeframe and key activities for Step 6.



The key activities in Step 6 involve the following:

### 1. Departments provide the final Briefing to the appropriate minister/s

The ‘appropriate minister’ is the minister responsible for the relevant function of the department that relates to the Briefing.<sup>7</sup> If the scope of the Briefing is such that it relates to functions of the department for which there’s more than one appropriate minister, the Briefing must be provided to each of the appropriate ministers. In the example of a joint Briefing, the Briefing would need to be provided to each of the ‘appropriate ministers’ from the departments jointly signing off the Briefing.

The Briefings will become parliamentary papers once presented to the House of Representatives by the minister. This means they must comply with the usual requirements for the presentation of papers (see [Presenting papers to the House of Representatives](#)). The House Office within the Office of the Clerk has assigned shoulder number G74 to the Long-term Insights Briefings. It would also be helpful to include a descriptor in the title of your Briefing to differentiate it from other Briefings – for example, *Long-term Insights Briefing: [Short description of your subject matter]*. If a joint Briefing has been developed, the Briefing should be explicit that it is given jointly and by which chief executives and departments.

### 2. Minister presents the Briefing to the House

If multiple ministers receive the Briefing, they’ll each have a shared obligation to present the Briefing to the House, but the House only expects to be presented with one copy of the briefing. If multiple ministers are involved, they will need to decide between themselves who will present the Briefing. Departments should draw this shared obligation to the attention of each minister, to prompt them to make a decision on who should present the Briefing.

<sup>7</sup> Appropriate minister is defined in [section 5](#) of the Public Service Act 2020.

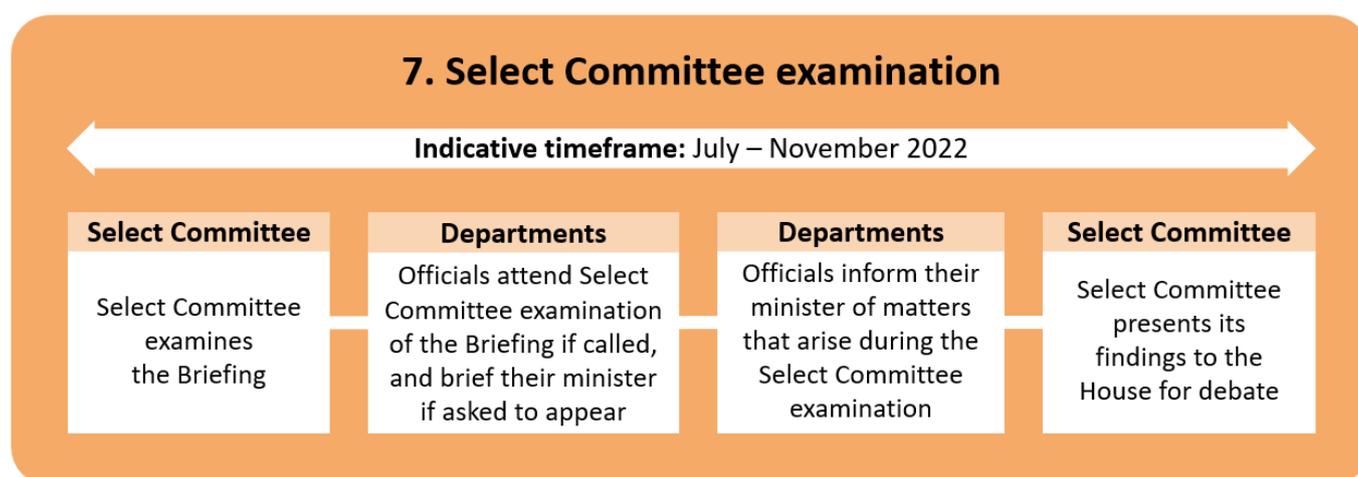
### **3. Departments promote awareness and understanding of the Briefing**

For the Briefings to better position New Zealand for the future, they need to enhance public debate on long-term issues and inform future decisions. This includes decisions by government, Māori, business, academia, not-for-profit organisations and the wider public. Departments promoting awareness and understanding of the Briefings with Māori, specific population groups and other stakeholder groups, and the wider public will help increase the likelihood of follow-on action.

## Step 7: Select Committee examination

Step 7 enables Parliamentary scrutiny of the Briefings. Select Committees may conduct an examination into each Briefing and report their findings to the House of Representatives. As part of the examination, the Select Committee may call departmental officials to appear.

**Figure 8: The indicative timeframe and key activities for Step 7.**



The key activities in Step 7 involve the following:

### 1. Select Committee examines the Briefing

Parliament's Standing Orders automatically refer each Briefing to the Governance and Administration Committee – once the minister presents a Briefing to the House.<sup>8</sup> That Committee may then refer the Briefing to a Select Committee relevant to the Briefing's subject matter. The Select Committee may hear evidence from departments, invite ministers to appear, receive their own public input, and seek independent advice. If a Briefing spans sectors, it may be examined in joint Select Committee meetings. The Committees will have 90 working days to examine the Briefings.

### 2. Officials attend Select Committee examination of the Briefing if called, and brief their minister if asked to appear

Officials may be called to attend the Select Committee examination of the Briefing as a witness at public hearings to give evidence. Generally chief executives will be expected to appear, as the statutory responsibility sits with them. Other officials may attend with the chief executive. For joint Briefings across departments, this may mean a joint team of officials from more than one department. Officials should be clear when attending the Select Committee's examination of the Briefing that their attendance is in the exercise of a statutory duty independent of the minister. That is, they are not acting on behalf of their minister. If the Select Committee invites the minister to appear, however, departments should brief the minister in preparation.

When giving evidence in Select Committees, particular care should be taken not to indicate a preference for different policy options – either current or future policy. This doesn't preclude officials from providing information and impartial analysis on the technical, operational, societal, or other wider

<sup>8</sup> Standing Order 383 and Appendix E.

implications of the policy options identified in the Briefing and providing advice on their strengths and weaknesses.

### **3. Officials inform their minister of matters that arise during the Select Committee examination**

The 'no-surprises' principle creates an expectation on chief executives to inform their minister of matters that arise during the Select Committee examination. This may include:

- notifying the minister in advance of attendance by officials
- keeping the minister informed of any matters that arise in the course of the examination that are significant to the minister's portfolio
- providing the minister with a copy of any written information released to the Select Committee.

### **4. Select Committee presents its findings to the House for debate**

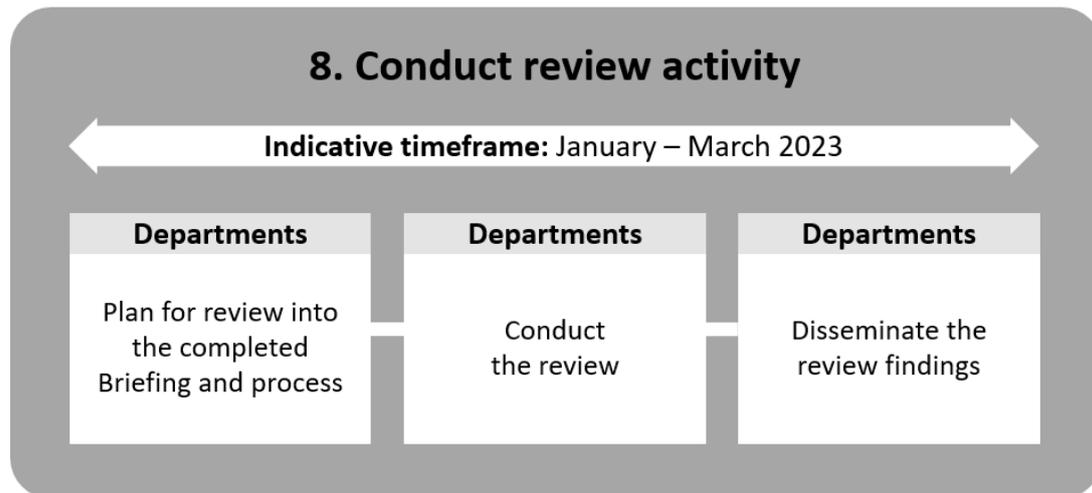
The Select Committee reports its findings on the examination of the Briefing to the House of Representatives. The House may then debate the report.

The process of examining the Briefings may prompt Select Committees to initiate subsequent inquiries on specific topics of interest that arise from the Briefings.

## Step 8: Conduct review activity

The purpose of Step 8 is to promote learning that can inform the next round of Briefings. It involves conducting some form of review to identify what worked well and what didn't, to identify improvements for the future.

Figure 9: The indicative timeframe and key activities for Step 8.



The key activities in Step 8 involve the following:

### 1. Departments plan for review into the completed Briefing and process

The Briefings are a new and untested instrument and process. It's important for departments to conduct some form of review to learn from the first round of Briefings to improve the next. Reviews could range from a lessons learned activity to a more formal and comprehensive evaluation.

Refer to the [Long-term Insights Briefings Checklist](#) for key considerations when planning the review.

### 2. Departments conduct the review

Departments undertake the planned review into how the first round of Briefings were conducted. Ensure the findings are well documented.

### 3. Departments disseminate the review findings

Departments share the review findings with all relevant teams and leaders in the department and with others the department partnered with while developing the Briefings. Ensure that the findings are taken into account when planning and developing the second round of Briefings.

Also ensure you share the review findings with the Policy Project. The Policy Project will be conducting a system-wide review, drawing on the reviews conducted by departments and other information. This will support any revisions to the suite of guidance on the Briefings for the second round.

## Publication details

This product is the third in a suite of four Long-term Insights Briefings guidance resources:

**1. High-level overview**

This sets out the requirements on departmental chief executives to develop a Long-term Insights Briefing and recommendations for how these Briefings should best be developed. It includes guiding principles to support departments in making decisions that fully realise the potential benefits of the Briefings. It also includes criteria to assist departments in selecting the subject matter for a Briefing.

**2. The high-level development process (in A3 format)**

This sets out the high-level process and indicative timeframe for departments to follow in developing a Long-term Insights Briefing. There are eight high-level steps in the development process and each step consists of a number of activities.

**3. Detailed steps of the development process**

This provides guidance to support agencies in undertaking the necessary activities that form each of the eight steps in the development process for a Long-term Insights Briefing. It also provides their indicative timeframes.

**4. Checklist**

This provides a list of questions based on good practice for departments to consider during each step of the development process for a Long-term Insights Briefing. The checklist sets out practical actions that can be taken to develop and deliver a high-quality Briefing, and how to promote the long-term insights.

This version was released in August 2021 by the Policy Project.

The Policy Project  
c/o The Department of the Prime Minister and Cabinet  
Parliament Buildings  
Wellington 6160  
New Zealand

Email: [policy.project@dpmc.govt.nz](mailto:policy.project@dpmc.govt.nz)

Website: [www.dpmc.govt.nz/policyproject](http://www.dpmc.govt.nz/policyproject)

© Crown copyright



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.