## Long-term Insights Briefings: **Overview of steps**

This document sets out the process and indicative timeframe for departments to follow for the second Long-term Insights Briefing (Briefing). The exact timeframes for each step will vary depending on each department's approach. Each of the eight steps in the Briefing process consists of a number of key activities. For more details, see Long-term Insights Briefings: Process guide.

Steps       Key activities and who is involved								
During Step 1, depart- ments gather information on future trends, risks, and opportunities. This provides the basis in Step 2 for considering the topic for the Briefing.	Departments Decide whether to gather information individually or with other agencies.	Departments Decide approach to further information gathering, including engagement.	Departments Collect and analyse the information about the future.					
U U U U U U U U U U U U U U U U U U U	Indicative timeframe: April to May 2024							
Step 2 requires depart- ments to consider and scope the proposed topic for the Briefing. Departments may develop their own Briefing, or work with other departments to	Departments Consider substance and scope of possible topic for the Briefing.	Departments Consider the range of Māori interests and diverse perspectives of specific population and other stakeholder groups in the possible topic.	Departments Engage with chief executive groups and the Policy Profession Board to identify opportunities for joint Briefings.	Departments Decide proposed topic for engagement.				
develop a joint Briefing. Indicative timeframe: May to June 2024								
<b>3</b> In Step 3, departments seek public feedback on the substance and scope of the Briefing's proposed topic. This feedback is then considered by departments to make a final decision on	Departments Inform your minister of proposed topic ('no surprises' principle).	Design and Ta conduct public ac consultation cons on proposed feed	ke into count sultation back and	consultation				
the topic.	Indicative timeframe: June to September 2024							
Step 4 gives departments time to develop the content of the draft Briefing. This involves conducting a deeper exploration of the topic selected for the Briefing	Departments Decide the approach to conducting the deeper exploration of the topic, including engagement.	Conduct the deeper expl necessary to enable the • related trends, risks, • policy options for res The Briefings may also in	oration of the topic Briefings to include : and opportunities ponding to these matters. clude the strengths and	Departments Develop draft Briefing content.				
	<ul> <li>ments gather information on future trends, risks, and opportunities. This provides the basis in Step 2 for considering the topic for the Briefing.</li> <li>Step 2 requires depart- ments to consider and scope the proposed topic for the Briefing. Departments may develop their own Briefing, or work with other departments to develop a joint Briefing.</li> <li>In Step 3, departments seek public feedback on the substance and scope of the Briefing's proposed topic. This feedback is then considered by departments to make a final decision on the topic.</li> <li>Step 4 gives departments time to develop the content of the draft Briefing. This involves conducting a deeper</li> </ul>	During Step 1, departments ments gather information on future trends, risks, and opportunities. This provides the basis in Step 2 for considering the topic for the Briefing.Decide whether to gather information individually or with other agencies.Step 2 requires depart- ments to consider and scope the proposed topic for the Briefing.DepartmentsDepartments may develop their own Briefing, or work with other departments to develop a joint Briefing.Consider substance and scope of possible topic for the Briefing.In Step 3, departments seek public feedback on the substance and scope of the Briefing's proposed topic. This feedback is then considered by departments to make a final decision on the topic.Inform your minister of proposed topic ('no surprises' principle).Step 4 gives departments time to develop the conducting a deeper exploration of the topic, including engagement.Departments	During Step 1, departments ments gather information on future trends, risks, and opportunities. This provides the basis in Step 2 for considering the topic for the Briefing.Decide whether to gather information individually or with other agencies.Decide approach to further information gathering, including engagement.Step 2 requires depart- ments to consider and scope the proposed topic for the Briefing.Departments DepartmentsDepartmentsDecide approach to further information gathering.Details and scope of possible topic for the Briefing.DepartmentsDepartments DepartmentsDepartmentsDetails and scope of possible topic for the Briefing.DepartmentsConsider substance and scope of possible topic for the Briefing.Consider the range of Maori interests and diverse perspectives of specific population and other stakeholder groups in the possible topic.DepartmentsIn Step 3, departments seek public feedback on the substance and scope of the Briefing's proposed topic. This feedback is then considered by departments to make a final decision on the topic.Departments Departments to ad conduct public consultation on proposed topic.Departments Departments DepartmentsStep 4 gives departments time to develop the conducting a deeper exploration of the topic, including engagement.Departments DepartmentsDepartments conducting the of the topic, including engagement.Departments DepartmentsStep 4 gives departments time to develop the conducting a deeper exploration of the topic, including engagement.Departments Depa	During Step 1, departments ments gather information on future trends, risks, and opportunities. This provides the basis in Step 2 for considering the topic for the Briefing.         Departments Decide whether to gather information individually or with other agencies.         Departments         Departments         Collect and analyse the information about the future.           Step 2 requires depart- ments to consider and scope the proposed topic for the Briefing.         Departments         Departments         Consider substance and other possible topic for the Briefing.         Departments         Consider the range of Maori interests and diverse perspectives of specific population and other stateholder groups in the possible topic.         Engage with chief executive groups and the ropic specific population ad other opportunities for joint Briefing.         Engage with chief executive groups and diverse perspectives of specific population ad other stateholder groups in the possible topic.         Engage with chief executive groups and the ropic this feedback to the Briefing's proposed topic. This feedback is then considered by departments to make a final decision on the topic.         Departments inform your inform your inform your inform your inform your inform your inform your inform your inform your inform proposed topic.         Departments besign and conduct public consultation feedback and select topic.         Departments account account consultation feedback and select topic.         Departments besign and conduct public consultation on proposed topic.         Take into account account consultation feedback and select topic.         Departments besign and conduct public consultation on proposed topic.         Departments account account account consultation feedback and select topic.<				

Indicative timeframe: August 2024 to April 2025



Some departments may have existing information on future trends, risks, and opportunities. This information can be reused for this step, where appropriate. Departments should consider whether engagement with Māori, and with specific population groups and other stakeholder groups should occur in this step, to inform the consideration of the topic in Step 2. Missing this step risks confining the Briefings to issues within the daily field of view, and not considering new issues.

The Briefings can contribute to public value by focusing on matters important to the future wellbeing of people in New Zealand. Chief executives are required to select the topic for the Briefing. They must do this by taking into account the purpose of the Briefings and those future trends, risks, and opportunities that are particularly relevant to their department's functions.

As well as enabling the public to give feedback, departments should consider the extent to which engagement with Māori (e.g. iwi, hapū, whānau, and other Māori interests) and other population and stakeholder groups should occur, including how best to engage with them. After engagement, the Policy Profession Board reviews the proposed topic and number of Briefings. This system-level view can identify any linkages, duplication, and prioritisation across the proposed Briefings topics.

Departments should make sure their Briefing upholds the impartiality that's fundamental to 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. Departments must also consider Māori and Treaty interests in their thinking. The Briefings provide the chance to consider the perspectives and implications for different population and other stakeholder groups.

## Long-term Insights Briefings: Overview of steps (continued)

<b>5</b> Engagement on draft Briefing	In Step 5, departments consult with the public on the content of the draft Briefing. The feed- back is then considered by departments, to make a final decision on the content of the Briefing.	Departments Inform the appropriate minister of the draft Briefing's content ('no surprises principle). Indica	Departments Design and conduct public consultation on the draft Briefing.	Departments Take into account consultation feedback and finalise the Briefing.	Departments Close consultation feedback loop with the public.
<b>6</b> Present final Briefing to the House	During Step 6, depart- ments provide Briefing to the appropriate minister. The minister must then present the Briefing to the House of Representatives as soon as is practicable.	Departments Provide the final Briefing to the appropriate minister. Indica	Minister presents the Briefing to the House.	Departments Promote awareness and understanding of the Briefing.	
<b>7</b> Select committee examination	The purpose of Step 7 is to enable Parliamentary scrutiny of the Briefings. Select committees may conduct an examination into each Briefing and report their findings to the House of Representatives.	Select committee examines the Briefing.	Departments Officials attend select committee examination of the Briefing if called, and brief their minister if asked to appear. Indicative timeframe: J	Departments Officials inform their minister of matters that arise during the select committee examination ('no surprises' principle).	Select committee presents its findings to the House for debate.
<b>8</b> Conduct review activity	Step 8 promotes learn- ing 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.	Departments Plan for review into the completed Briefing and process. Indicativ	Departments Conduct the review.	Departments Disseminate the review findings.	

Long-term Insights Briefings: Overview of steps was first published in March 2021 as Long-term Insights Briefings: High-level development process. This update was released in February 2024 to support the second Briefing round.

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Departments should also consider the extent to which engagement with Māori (including iwi, hapū, whānau, and other Māori interests) and population groups and other stakeholder groups should occur, including how best to engage with them. Making all information related to the Briefings publicly available (such as consultation feedback and significant data used to develop the Briefings and the methodologies applied) will help build trust and confidence.

It's recommended that where possible, chief executives should produce the second Briefing in time for it to be presented to the House by 30 June 2025.

For the Briefings to better position New Zealand for the future, they need to enhance public debate and inform future decisions. Promoting awareness and understanding of the Briefings will help increase the likelihood of follow-on action.

The select committee examination may include hearing evidence from departments, asking ministers to appear, receiving public input, and seeking independent advice.

If called to attend the select committee's examination, officials should be clear that their attendance is in the exercise of a statutory duty independent of the minister. That is, they're not acting on behalf of their minister.

Chief executives are required to develop a Briefing at least once every three years.

Lessons learned from the first round of Briefings have been incorporated into the guidance for the second round. Lessons learned from this round will also help refine the suite of guidance for the third round of Briefings.