



22 May 2024

[Redacted]
[Redacted]

Ref: OIA-2023/24-0787

Dear [Redacted]

Official Information Act request for information about the Strategy Unit

Thank you for your Official Information Act 1982 (the Act) request received on 23 April 2024. You requested:

*“Please can you provide me with all official information held by DPMC on:
• any advice, updates or information provided, since April 2023 up until April 2024, to the Prime Minister, Chief Executive DPMC, or Deputy Chief Executive Policy DPMC, on DPMC Strategy Unit's functions, performance, work plan, and future existence.
'DPMC Strategy Unit' refers to the Strategy Unit which was/is hosted in DPMC's Policy Advisory Group.”*

We have identified relevant documents within the timeframe of your request from 1 April 2023 to the date of your request, 23 April 2024.

Information being released

Please find attached the following documents that have some information relevant to your request, as set out in the table below:

Date	Title of Document	Decision
29/11/2023	Memorandum: Subcommittee Minutes Overview Cover Note	Release relevant information.
17/11/2023	Draft DPMC Risk and Assurance Committee Minutes	Release relevant information.
<i>Policy Advisory Group Business Plans</i>		
30/06/2023	Policy Advisory Group Business Plan 1 July 2022 to 30 June 2023	Release relevant information. Some information withheld under: s9(2)(g)(i)
30/06/2024	Policy Advisory Group Business Plan 1 July 2023 to 30 June 2024	Release relevant information. Some information withheld under: s9(2)(g)(i)
<i>Policy Advisory Group Quarterly Strategic Dashboards – Reporting against the PAG Business Plans</i>		
30/06/2023	PAG Quarterly strategic dashboard April – June 2023	Release relevant information. Some information withheld under: s9(2)(g)(i)

Date	Title of Document	Decision
30/09/2023	Policy Advisory Group Quarterly Strategic Dashboard July – September 2023	Release relevant information. Some information withheld under: s9(2)(g)(i)
31/12/2023	Policy Advisory Group Quarterly Strategic Dashboard October – December 2023	Release relevant information.
31/03/2024	Policy Advisory Group Quarterly Strategic Dashboard January – March 2024	Release relevant information.
<i>Ministerial Policy Satisfaction Survey – Strategy Unit</i>		
17/05/2023	Briefing: Ministerial Satisfaction Survey – Department of the Prime Minister and Cabinet's Performance in 2022/23	Release relevant information. Some information withheld under: s9(2)(a)

Information not relevant to your request has been marked 'not in scope' in the documents. In addition, some information has been withheld under the following sections of the Act:

- section 9(2)(a), to protect the privacy of individuals
- section 9(2)(g)(i), to maintain the effective conduct of public affairs through the free and frank expression of opinion.

Information publicly available

There were two documents identified as having some relevant information that are available on the Department of the Prime Minister and Cabinet's (DPMC) website:

Date	Title of Document	Website Link
27/11/2023	Briefing to the Incoming Prime Minister	www.dPMC.govt.nz/publications/proactive-release-briefing-incoming-prime-minister-nov-2023
30/06/2023	Annual Report Pūrongo-ā-tau: for the year ended 30 June 2023	www.dPMC.govt.nz/publications/annual-report-2023#chief-executive-foreword-kupu-whakataki-a-te-tumu-whakarae

Accordingly, I have refused your request for the documents listed in the above table under section 18(d) of the Act – the information requested is or will soon be publicly available.

Information withheld in full

The following documents are subject have been identified as being relevant to your request, but I have decided to withhold them in full, as they are subject to decisions in the 2024 Budget.

Date	Title of Document	Decision
19/01/2024	Memorandum: Draft Savings Package	Withhold in full: 9(2)(f)(iv)
8/02/2024	[Title withheld under s9(2)(f)(iv)]	Withhold in full: 9(2)(f)(iv) 9(2)(g)(i)
9/02/2024	Briefing: Vote Prime Minister and Cabinet Budget 2024 Submission	Withhold in full: 9(2)(f)(iv)
15/03/2024	Briefing: DPMC - Approach to Budget24	Withhold in full: 9(2)(f)(iv)
9/04/2024	[Title withheld under s9(2)(f)(iv)]	Withhold in full: 9(2)(f)(iv)
18/04/2024	Aide-Mémoire: Department of the Prime Minister and Cabinet - Budget 2024 Impact Analysis	Withhold in full: 9(2)(f)(iv)

As noted above, these documents are withheld in full under section 9(2)(f)(iv) of the Act, to maintain the confidentiality of advice tendered by or to Ministers and officials.

In making my decision, I have considered the public interest considerations in section 9(1) of the Act. No public interest has been identified that would be sufficient to outweigh the reasons for withholding that information.

You have the right to ask the Ombudsman to investigate and review my decision under section 28(3) of the Act.

This response will be published on DPMC's website during our regular publication cycle. Typically, information is released monthly, or as otherwise determined. Your personal information including name and contact details will be removed for publication.

Yours sincerely



Janine Smith
Deputy Chief Executive, Policy



Memorandum

SUBCOMMITTEE MINUTES OVERVIEW COVER NOTE

To	Executive Leadership Team (ELT)	Prepared by	Chris Gianos
From	Clare Ward	Date	29/11/2023

[Not in Scope]

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[Not in Scope]

Deep Dive Strategy Unit

14. Paul outlined the establishment, structure, people and work of the Strategy Unit. The committee discussed strategic risks facing New Zealand and the operating model of the Strategy Unit.

[Not in Scope]



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DRAFT DPMC Risk and Assurance Committee Minutes

Date	17 November 2023
Time	10.30am
Venue	Kirkpatrick Room, Beehive
Attendees	Liz Sinclair, Mark Dwight, Maari Porter, Clare Ward For specific items: [Not in Scope] Item 5: Paul O'Connell, Director, Strategy Unit, DPMC [Not in Scope]
Chair	Michelle Hippolite
Apologies	Chris Gianos, Shania Richards
Minute taker	Thomas McDowall

[Not in Scope]

[Not in Scope]

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Item 5: Deep Dive – Strategy Unit

17. The Chair welcomed Paul O’Connell to the meeting at 12.08pm.
18. Paul outlined the establishment, structure, people of the Strategy Unit, noting the Unit reports to the head of the Policy Advisory Group and the importance of this.

19. The Committee discussed strategic risks facing New Zealand and the operating model of the Strategy Unit. Paul noted the operating approach of the Unit is dependent on direction provided by the Prime Minister, having good relationships with the PAG and the Prime Minister's Office, and hiring great people with a good mix of analytical and relationship skills.
20. The Committee noted the high-quality work of the Strategy Unit and efforts to upskill agencies to use effective communication tools.
21. Paul left the meeting at 12.43pm.
22. The Committee paused proceedings until 1pm.

[Not in Scope]

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Business Plan 1 July 2022 to 30 June 2023

[Not in Scope]

Overview of our business unit	Our key functions
<p><i>(Describe operational context/Describe current structure and teams/Describe operational vision /Describe specific risks, challenges and opportunities)</i></p> <p>[Not in Scope]</p> <p>The Strategy Unit is designed to strengthen New Zealand’s governance by providing analysis and advice to the PM on medium-long term strategic options. A work programme has been agreed with the PM which is updated several times a year as projects are completed. While in place, the team maintains the relationship and contract with the Prime Minister’s Rebuild and Recovery Advisor (Rob Fyfe).</p>	<p><i>Describe any statutory operations</i> <i>Describe appropriation measures you are obligated to meet</i></p> <p>See <i>Overview of our group</i> section for our core functions and their contributions to DPMC’s purpose.</p> <p>We have no statutory operations. External factors that will particularly affect the group in the coming year are:</p> <ul style="list-style-type: none">• For PAG and the Strategy Unit: COVID-19. The amount and complexity of the work we will have to do on policy and strategy issues relating to response and recovery will depend on the trajectory of the virus in NZ and the global context. <p>[Not in Scope]</p> <p>As measured using the Prime Minister’s Satisfaction Survey, the Prime Minister’s satisfaction with the policy advice service should be at least 4/5.</p> <p>s9(2)(q)(i)</p>

[Not in Scope]

Our strategic objectives and deliverables

Strategic objectives	Key milestones	By	What will success look like? <i>Describe the future state by the end of the planning period Include key stakeholders and engagement outcomes</i>	Link to purpose (primary selected)		
				Ambitious 	Resilient 	Well-governed

[Not in Scope]

Strategy Unit: <i>Making long term issues more prominent and relevant in key areas of government policy</i>						
Provide advice on the long-term strategic issues outlined in the work programme agreed, and periodically updated, with the Prime Minister	Ministerial satisfaction meets target of 4/5 Work programme updated and agreed with Prime Minister biannually	Q4 Q2 / Q4	- Prime Minister remains satisfied that the unit's work programme is contributing to priority policy areas.			
Provide support to departmental policy processes on medium-term strategic issues as agreed with the Prime Minister	Framework for cross-government housing work programme project developed and socialised with all relevant agencies and Prime Minister Rental cost driver (Lower quartile rental market) analysis developed	Q1 Q3	- Interactions between different policy areas and departmental accountabilities in cross-government housing work programme are understood. - Decision-makers have a better understanding of as much as can be known from the data of what micro/household-level factors affect rents, particularly for low-income households.			
Maintain oversight of, and manage, the contractual relationship with the Prime Minister's Rebuild and Recovery Advisor	Rebuild and recovery advisor contract in place, managed, and closed out by end of financial year	Ongoing, close out no later than end Q4	- Rebuild and recovery advisor clear on Prime Minister's priorities. - Perspectives of business community incorporated into long-term thinking about recovery and rebuild from COVID.			
Unit is well prepared for government formation period in 2023	Internal scoping notes on priority policy areas complete	Q4	- Chief Executive and Deputy Chief Executive Policy are confident the Department is well prepared to brief an incoming government on key long-term issues and how DPMC can support them.			

[Not in Scope]

Business Plan 1 July 2023 to 30 June 2024

[Not in Scope]

Overview of our business unit

Describe operational context/Describe current structure and teams/Describe operational vision /Describe specific risks, challenges and opportunities)

[Not in Scope]

The Strategy Unit is designed to strengthen New Zealand's governance by providing analysis and advice to the PM on medium-long term strategic options. A work programme has been agreed with the PM which is updated several times a year as projects are completed.

[Not in Scope]

Our key functions

See *Overview of our group* section for our core functions and their contributions to DPMC's purpose. All Policy Advisory Group activities report to the Prime Minister.

We have no statutory operations.

External factors that will particularly affect the group in the coming year are:

[Not in Scope]

- For the Strategy Unit and Call Unit, a change in government in October may impact the work programme.

We do not anticipate any significant funding for capital expenditure at this stage.

As measured using the Prime Minister's Satisfaction Survey, the Prime Minister's satisfaction with the policy advice service should be at least 4/5.

s9(2)(g)(i)

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PAG Quarterly strategic dashboard

April – June 2023

DPMC External priorities

Please note this section is reporting against the [DPMC and NEMA Business Plan for 2022/23](#) and will be the source of information for the **ELT Quarterly Report** on the strategic objective/s included below.

[Not in Scope]

Table of contents	Page
[Not in Scope]	
Our strategic objectives and deliverables	5-12
[Not in Scope]	

Status	Status Definition	Status	Status Definition
■	There are significant issues with the work, requires corrective action to meet business objectives.	■	As expected, work on track or mostly managed.
■	Different than expected but manageable.	■	Not started.

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Strategy Unit: Making long term issues more prominent and relevant in key areas of government policy

Provide advice on the long-term strategic issues outlined in the work programme agreed, and periodically updated, with the Prime Minister	Ministerial satisfaction meets target of 4/5	Q4	[Grey Cell]	[Green Cell]	s9(2)(g)(i)	[Grey Cell]
	Work programme updated and agreed with Prime Minister biannually	Q2 and Q4	[Orange Cell]	[Green Cell]	Feedback from PM received late Q3 so Q4 check in not undertaken. Work programme revised to reflect his wishes.	[White Cell]
Provide support to departmental policy processes on medium-term strategic issues as agreed with the Prime Minister	Framework for cross-government housing work programme project developed and socialised with all relevant agencies and Prime Minister	Q1	[Green Cell]	[Green Cell]	Papers went to Prime Minister in Q1.	[White Cell]
	Rental cost driver (Lower quartile rental market) analysis developed	Q3	[Orange Cell]	[Orange Cell]	Analysis well advanced, final report will be 2023/24 due to prior initiation delays with Stats NZ.	No resultant financial issues as contract had been partly phased across 2023/24 when Stats NZ delays became apparent.

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Maintain oversight of and manage the contractual relationship with the Prime Minister's COVID Rebuild and Recovery Advisor	Rebuild and recovery advisor contract in place, managed, and closed out by end of financial year	Ongoing, close out no later than end Q4			Contract now closed.	
Unit is well prepared for government formation period in 2023	Internal scoping notes on priority policy areas complete	Q4			Work has commenced with some notes completed.	Work will continue into Q1 2023/24.

[Not in Scope]

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[Not in Scope]

Our strategic objectives and deliverables	4
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[Not in Scope]

Policy Advisory Group Quarterly Strategic Dashboard

July – September 2023

Status Definition

As expected, work on track or mostly managed.

Different than expected but manageable.

There are significant issues with the work, requires corrective action to meet business objectives.

Not started.

[Not in Scope]

[Not in Scope]

Strategy Unit: Making long term issues more prominent and relevant in key areas of government policy					
Provide advice on the long-term strategic issues outlined in the work programme agreed, and periodically updated, with the Prime Minister	5.1. Work programme agreed and updated	Q1 & Q2			s9(2)(g)(i) [redacted], further discussion with incoming Prime Minister pending post election.
	5.2. Reports delivered to the satisfaction of the Prime Minister	Ongoing			All reports complete, next steps discussion with incoming Prime Minister pending post election.
Provide support to other agencies' departmental policy processes on medium-term strategic issues as agreed with the Prime Minister	6.1. Strategy Unit participation in one or more policy processes for a key strategic policy priority (e.g. climate)	Ongoing			Participating in ERP2 Development governance.
	6.2. Additional research and analysis is conducted that meets the needs of departments	Ongoing			Housing rental research work ongoing and near completion.
Unit is supporting stewardship and well prepared for government formation period in 2023	7.1. LTIB summary report completed	Q1			Complete and circulated to PSLT.
	7.2. Internal briefings on policy areas of note completed as required	Q1			Working drafts complete.
	7.3. Briefing to incoming PM on SU complete and submitted	Q2			Under development based on previous briefs, will be ready on time.

[Not in Scope]

[Not in Scope]

Our strategic objectives and deliverables

[Not in Scope]

IN CONFIDENCE

Policy Advisory Group Quarterly Strategic Dashboard

October – December 2023

Status Definition

As expected, work on track or mostly managed.

Different than expected but manageable.

There are significant issues with the work, requires corrective action to meet business objectives.

Not started.

[Not in Scope]

Released under the Official Information Act 1982

Strategy Unit: Making long term issues more prominent and relevant in key areas of government policy						
Provide advice on the long-term strategic issues outlined in the work programme agreed, and periodically updated, with the Prime Minister	5.1. Work programme agreed and updated	Q1 & Q2			Note that new Prime Minister has changed the work programme and the focus of the Unit is now on item 7 below.	
	5.2. Reports delivered to the satisfaction of the Prime Minister	Ongoing			Note that new Prime Minister has changed the work programme and the focus of the Unit is now on item 7 below.	
Provide support to other agencies' departmental policy processes on medium-term strategic issues as agreed with the Prime Minister	6.1. Strategy Unit participation in one or more policy processes for a key strategic policy priority (e.g. climate)	Ongoing		N/A	Note that new Prime Minister has changed the work programme and the focus of the Unit is now on item 7 below.	
	6.2. Additional research and analysis is conducted that meets the needs of departments	Ongoing		N/A	Note that new Prime Minister has changed the work programme and the focus of the Unit is now on item 7 below.	
Lead development on a new suite of public service targets	7.1. Support agencies to develop target options for their Ministers to propose to the PM	Q2			Agencies all provide advice to their ministers. Ministers provided PM targets.	
	7.2. Advise the PM on target options	Q2			Advice provided to PM – ongoing.	
	7.3. Deliver suite of targets for Cabinet approval	Q2			Ongoing. Current plan is for a paper to Cabinet for decisions by 3 March.	New targets have been proposed by PMO in addition to those proposed by ministers. The Unit is working closely with the PAG and line agencies to design targets & provide supplementary advice.

[Not in Scope]

[Not in Scope]

Our strategic objectives and deliverables

[Not in Scope]

Policy Advisory Group Quarterly Strategic Dashboard

January – March 2024

Status Definition

As expected, work on track or mostly managed.

Different than expected but manageable.

There are significant issues with the work, requires corrective action to meet business objectives.

Not started.

[Not in Scope]

Released under the Official Information Act 1982

[Not in Scope]

Strategy Unit: Making long term issues more prominent and relevant in key areas of government policy

Provide advice on the long-term strategic issues outlined in the work programme agreed, and periodically updated, with the Prime Minister	5.1. Work programme agreed and updated	Q1 & Q2	N/A	N/A	Note that new Prime Minister has changed the work programme and the Unit's only project was item 7 below.	
	5.2. Reports delivered to the satisfaction of the Prime Minister	Ongoing	N/A	N/A	Note that new Prime Minister has changed the work programme and the Unit's only project was item 7 below.	
Provide support to other agencies' departmental policy processes on medium-term strategic issues as agreed with the Prime Minister	6.1. Strategy Unit participation in one or more policy processes for a key strategic policy priority (e.g. climate)	Ongoing	N/A	N/A	Note that new Prime Minister has changed the work programme and the Unit's only project was item 7 below.	
	6.2. Additional research and analysis is conducted that meets the needs of departments	Ongoing	N/A	N/A	Note that new Prime Minister has changed the work programme and the Unit's only project was item 7 below.	
Lead development on a new suite of public service targets	7.1. Support agencies to develop target options for their Ministers to propose to the PM	Q2			Complete.	
	7.2. Advise the PM on target options	Q2			Complete - Advice provided to PM and targets approved for submission to Cabinet.	
	7.3. Deliver suite of targets for Cabinet approval	Q2			Complete - Paper considered by SOU on 20 March and by Cabinet on 25 March.	

[Not in Scope]



Coversheet

Briefing: Ministerial Satisfaction Survey – Department of the Prime Minister and Cabinet's Performance in 2022/23

Date:	17/05/2023	Report No:	DPMC-2022/23-1129
		Security Level:	████████████████████
		Priority level:	Medium

	Action sought	Deadline
Rt Hon Chris Hipkins Prime Minister Minister for National Security and Intelligence	provide feedback on your satisfaction with advice and support received from the Department in 2022/23	21/06/2023

Name	Position	Telephone	1 st Contact
Clare Ward	Executive Director, Strategy, Governance and Engagement	s9(2)(a)	✓
Jude Urlich	Director, Organisation Direction and Development		

Minister's Office

Status:

Signed

Withdrawn

Comment for agency

Attachments: Yes

Briefing

Ministerial Satisfaction Survey – Department of the Prime Minister and Cabinet's Performance in 2022/23

To: Rt Hon Chris Hipkins
Prime Minister and Minister for National Security and Intelligence

Date	17/05/2023	Security Level	
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Purpose


This briefing provides you, in your capacity as Prime Minister and Minister for National Security and Intelligence, with an opportunity to give formal feedback on the performance of the Department of the Prime Minister and Cabinet (DPMC) during the 2022/23 financial year and to inform the audit of Vote Prime Minister and Cabinet (PMC) appropriations.

Recommendations

We recommend you:

- provide** feedback, through the attached surveys (**Attachments A and B**), on the advice and support you have received from DPMC in 2022/23 in your capacity as Prime Minister and Minister for National Security and Intelligence; and
- note** the Cabinet Office has separately sought feedback on the support it provided to you in 2022/23.

YES / NO

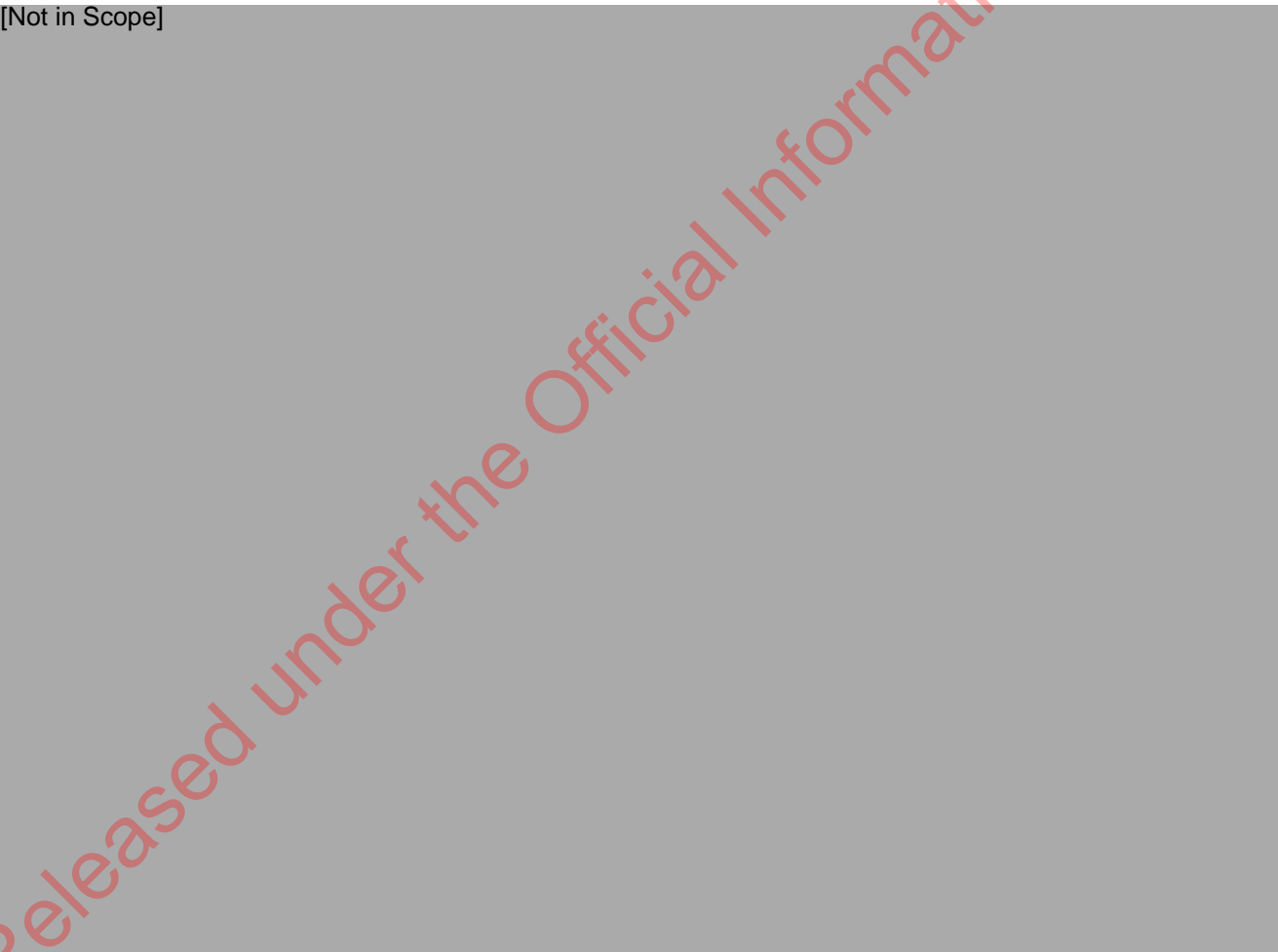
 Clare Ward Executive Director, Strategy, Governance and Engagement
17 May 2023

Rt Hon Chris Hipkins Prime Minister Minister for National Security and Intelligence
...../...../2023

Ministerial Satisfaction Surveys

1. DPMC wishes to provide you with an opportunity to give formal feedback on its performance during the 2022/23 financial year. Your feedback will be used to report against Vote PMC performance measures in the DPMC Annual Report 2022/23 and help improve the support we provide you.
2. The surveys cover satisfaction with first opinion policy advice, and other advice and services. The Ministerial Policy Satisfaction Survey is a standard template used across government agencies with significant first opinion policy advice functions.
 - a) **Attachment A** contains five forms relating to your satisfaction with first opinion policy advice and other advice and services you have received from DPMC in your capacity as **Prime Minister** by:
 - i. the Strategy Unit. While the Unit's performance is not required to be reported in the Annual Report, the survey is an opportunity to provide feedback on the policy advice provided by the Unit in 2022/23;

[Not in Scope]



How this will be reported

4. As mentioned above, we will use your feedback to report against our performance measures in the DPMC Annual Report 2022/23.

5. In addition to your ratings, you may wish to provide comments. These will not be published. If you do choose to comment, the information will be used to improve our support to you.
6. The measures your feedback will be reporting on for 2022/23 are outlined in the following table.

Document measure set in	Performance measure	Target
Prime Minister		
[Not in Scope]		
Strategic Intentions 2020/21 to 2023/24	Prime Minister and Ministerial satisfaction with advice and servicing	Maintain or improve
[Not in Scope]		

Next Steps

7. We would be grateful if you could complete the attached surveys on or before **21 June 2023**.

[Not in Scope]

Attachments:	Security classification
Attachment A: Ministerial Satisfaction Surveys - Prime Minister Portfolio	IN-CONFIDENCE

[Not in Scope]

Attachment A

Ministerial Satisfaction Surveys – Prime Minister Portfolio

Released under the Official Information Act 1982

Ministerial Policy Satisfaction Survey

Strategy Unit

Agency: Department of the Prime Minister and Cabinet

Time period: 1 July 2022 – 30 June 2023

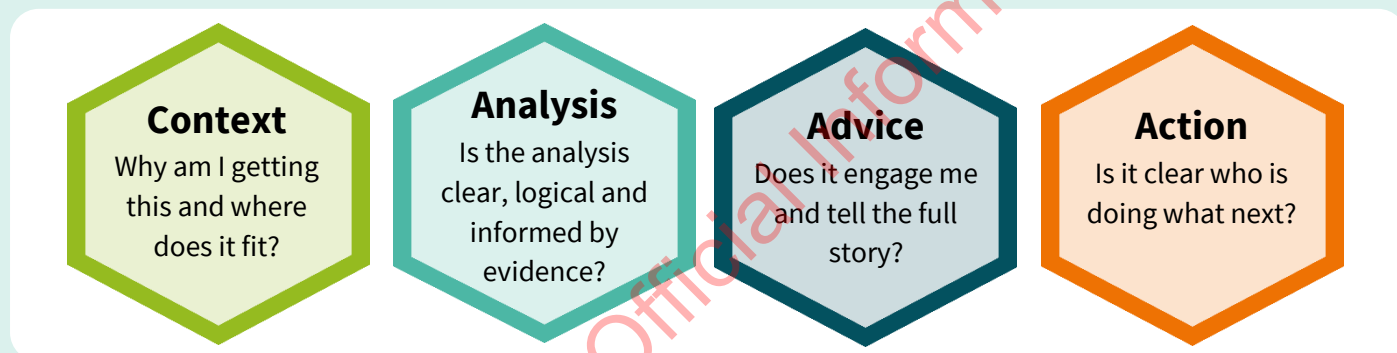
This survey seeks your feedback on the written and oral policy advice you've received from the Department of the Prime Minister and Cabinet (DPMC) over the time period. It will take about 5 to 10 minutes to complete.

How the results will be used

Your feedback will help DPMC better serve you in the future. It's part of a commitment to be transparent and accountable for policy performance. Your responses will also be used to calculate a ministerial satisfaction score to be included in the information for the Estimates and Annual Report.

The elements of quality policy advice

The policy advice you receive should support you to make a fully informed decision, or take the next steps, by answering the following questions from the Policy Quality Framework:



Thank you for your feedback.

1. General satisfaction

Thinking about your interactions with DPMC on this portfolio over this time period, how often did each of the following occur?

	Never	Some of the time	About half the time	Most of the time	Always
I was engaged early enough in the policy process	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I was engaged in a way that reflects how I like to work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My feedback was taken on board	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I was able to access relevant expertise on the issues	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I received policy advice that demonstrates an understanding of my priorities and context	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I received policy advice within the agreed timeframes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please add any comments or suggestions on how the support provided to you as minister could be improved, or examples of what has worked well that should be continued.

2. Quality of policy advice

Thinking about the policy advice you've received from DPMC on this portfolio over this time period, how often did the advice do the following?

	Never	Some of the time	About half the time	Most of the time	Always
Clearly explain the problem or opportunity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Make relevant connections with other portfolios and address any issues that arise	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Clearly explain the rationale for intervention	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Reveal diverse views, experiences and insights identified through inclusive and appropriate community engagement strategies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Incorporate Te Tiriti o Waitangi analysis and te ao Māori, where relevant	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Demonstrate how relevant research, evidence, and insights informed the policy advice	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Make relevant connections with the work of operations and address any issues that arise	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Consider the longer-term implications and anticipate future challenges and opportunities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Provide the advice you need to hear and not only what you want to hear	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Enable a clear and informed decision to be made, or next steps to be taken	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Communicate clearly, concisely and coherently	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Adequately consider how the policy will be implemented and will work in practice	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Explain how the policy will be monitored or evaluated to check that it works	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please add any comments or suggestions on how the quality of the policy advice could be improved, or examples of what has worked well that should be continued.

3. Overall trust

In general, thinking about your experience of working on this portfolio over this time period, how often was the following true?

Never Some of the time About half the time Most of the time Always

I had trust in the officials I engaged with

4. Overall confidence

In general, thinking about your experience of working on this portfolio over this time period, how often was the following true?

Never Some of the time About half the time Most of the time Always

I had confidence in the policy advice provided

What's the most important thing that officials could do to improve the policy support provided to you?

Thank you for your feedback.