

# RCOI Response Steering Group Minutes

<b>Date/Time</b>	21/10/2020, 1.00 – 3.00 pm
<b>Venue</b>	Pipitea House, room 2.14
<b>Chair</b>	Dan Eaton, Director, National Security Policy, Department of the Prime Minister and Cabinet

Item	Topic
1	<b>Welcome, apologies, introductions</b> The Chair welcomed the group and thanked all for attending.
2	<b>Lead Official update</b> The Lead Official noted that we are now in a critical planning phase, where our assumptions need testing. The Lead Official confirmed that there is a lot of interest from the Chief Executives (CEs) regarding the Royal Commission of Inquiry (RCOI), and Security Intelligence Board (SIB) had a good discussion at the October meeting regarding how agencies can progress outcomes once the report is public. He noted that engagement with the new government will be important, and that agencies will be called upon to conduct the response work dispassionately, in the context of the scrutiny some agencies may receive in the report. Outreach with communities is well underway, with the Islamic Women's Council meeting with CEs of Department of Internal Affairs, Police, the Intelligence Community and DPMC taking place a few weeks ago. The Lead Official concluded by commenting that agencies should make sure they are well-rested before November 26.
3	<b>Chair's update</b> The Chair commented that this meeting would focus on processes around the delivery of the report and short to medium term government response. Next month's focus will be on the narrative of the response, including key policy lines and anticipated themes of the report. The Chair updated the Response Steering Group (RSG) on several developments: <ul style="list-style-type: none"><li>• We have taken on NZ Police's comment from the last meeting to add more structure around outreach engagement, and the Action Group is putting together an outreach working group (of RSG members) to explore how we can best establish or utilise an existing community advisory group.</li><li>• A representative from the Civil Aviation Authority will be joining DPMC on secondment in mid-November in a project management capacity for the Action Group.</li><li>• The RSG SIB papers were well-received at the October meeting. CEs discussed the importance of agencies and CEs fronting the RCOI (referring to the lack of this happening in the Pike River aftermath). Several CEs noted that the media and communities may focus on accountabilities. There was broad comfort with the outreach plan. CEs would like to see more detailed day-by-day planning for the first week after the report is presented to the Governor General. CEs agreed that early engagement now, after the Election, is critical.</li></ul>
4	<b>Legal Working Group update</b> s9(2)(h)
5	<b>Communications Working Group update</b> DPMC noted that the Working Group is increasing the frequency of meetings, in the lead up to the report release. A workshop was held last week to map spokesperson responsibilities across agencies for different communications requirements. The Working Group is also considering the various deliverables that will be

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	<p>required during the first few weeks and months after the report's release. A representative from DPMC Communications Team commented that she will be talking to Prime Minister's Office Communications during the following week to discuss options.</p> <p>DPMC noted that agencies' communications representatives have received stakeholder messages.</p> <p>DPMC also picked up on a comment made at SIB that CEs may wish to front the media together. DPMC noted that while some CEs will need to talk to the media, a smaller group of CEs may be the most appropriate option. The Working Group will do some more thinking about this.</p>
6	<p><b>Discussion item: Agency planning and perspectives</b></p> <p>The Chair summarised the three-tranche planning construct for the response:</p> <ol style="list-style-type: none"> <li>I. Statement by the Prime Minister when the report becomes public</li> <li>II. High-level thematic government response that detailing agreement or disagreement with recommendations (pre-March 15 anniversary, likely February)</li> <li>III. Implementation roadmap that will detail policy and budget implications of recommendations</li> </ol> <p>The Chair noted that over the period between the report being provided to the Governor-General and the first Cabinet meeting when the report may be discussed on 30 November, officials will coordinate and shape advice to Ministers. CEs will also be looking for officials to provide briefings on the content of the report over this weekend.</p> <p>The Chair provided an update on the availability of the report during this week: 10 printed copies of the report will be provided to the Minister of Internal Affairs for use with their Ministerial colleagues; DPMC will be given an encrypted iron-key with a soft copy of the report and are currently working through a plan to make this available to agencies (while ensuring security of the report); and it is likely copies will be able to be viewed in the National Crisis Management Centre (Beehive basement) in a searchable, electronic format but without the ability to print, copy or email content. The Chair noted that DPMC will provide more detail on report access arrangements as soon as possible.</p> <p>Treasury shared its perspectives on resourcing issues related to the report, including a potential contingency bid for the response. Budget 2021 is likely to be very tight so agencies will need to align bids closely with government priorities and manifesto commitments. Typically, budget bids need to be in by the end of the year, but it is unlikely bids will be asked for in 2020 (more likely mid/end of January 2021). Treasury noted the RSG will need to make a strong case for funding. It is likely that any contingency bid will need to be 'implementation ready'. The process does allow for some funds to be set aside for a to-be-determined purpose. The Chair of CTCC added that CTCC have been working with Treasury to run a prioritisation process for CTCC initiatives.</p> <p>Treasury noted a number of key considerations for agencies when putting forward initiatives (to maximise the opportunity for success):</p> <ul style="list-style-type: none"> <li>• directly aligns with specified government priorities</li> <li>• clear demonstration of tangible benefits</li> <li>• coordination of initiatives into a coherent package</li> <li>• clarity about the priorities within that package</li> <li>• demonstration that initiatives cannot be funded through reprioritisation.</li> </ul> <p>The Chair asked agencies about their plans over the first week of the report being presented to the Governor-General, referring agencies to the questions that were emailed in advance of this meeting:</p> <ul style="list-style-type: none"> <li>• Over the weekend 26-30 November, which processes would your agency like to be engaged in?</li> <li>• What resources do you expect to commit over the first week? Will this include support to AOG work?</li> <li>• What categories of information/advice should go into the paper/oral item for Cabinet on 30 November?</li> <li>• What categories should go into a second set of advice following Cabinet and before presenting to the House?</li> </ul> <p>Agencies outlined their responses:</p>

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	<ul style="list-style-type: none"><li>• <b>MFAT</b>: the international engagement piece is front of mind. Notably, MFAT would like to be able to talk to partners before advice to government is drafted. Action: DPMC/MFAT to coordinate an international outreach meeting for key agencies.</li><li>• <b>Police</b> are working through resourcing options and finalising their governance structure at the moment, but they intend to provide staff to the All of Government effort and have an internally focused team. Police anticipate that there will be areas of criticism they will need to prepare for. For Police, the classification checks are for risk mitigation purposes only, they do not foresee any issues.</li><li>• <b>GCSB</b> agreed that they are less worried about classification issues than in previous months. GCSB noted that its CE expects GCSB to be heavily involved in the government response. They have classification specialists that can contribute and a number of people in the Comms and International Engagement teams will be involved.</li><li>• <b>DPMC</b> are interested in whether Ministers will need to know about information from previous Cabinets that may be released in the report and whether reengagement with opposition MPs is necessary.</li><li>• <b>Customs</b> agreed with comments made noted that it will be on call for any legal and classification issues over the first week.</li><li>• <b>PAG</b> noted that the PM will want to understand the key themes from the report as soon as possible and suggested that this should be the first task to complete once agencies have the report. PAG noted that the sign-out process for Cabinet will also be difficult given the tight timeframes and this will need to be thought out in advance. It was added that there is a run sheet process with PMO for COVID-19 urgent papers and this could be a good process to investigate. Agencies will also want to book time in with their Ministers before Cabinet.</li><li>• <b>MBIE</b> agreed with comments made and noted that they can contribute staff to the All of Government effort as well as their internal efforts. The difficult part will be identifying who, internally, needs to see the report during the first week.</li><li>• <b>NZDF's</b> focus is on supporting partner equities and posts (with a focus on the Middle East). They agreed that classification issues were less of an issue.</li><li>• <b>MOD</b> raised the issue of which CEs will need to front the media. MOD noted that it would be good to know where we need resources in the All of Government effort so they can plan staffing requirements appropriately.</li><li>• <b>DIA</b> need to respond to three ministers on the RCOI so will be stretched for resources and cannot commit to the All of Government effort.</li><li>• <b>MOJ</b> are looking at their internal governance processes at the moment and will be able to contribute resources.</li><li>• <b>MSD</b> questioned how briefings in the first week would work and what level of detail would be required. MOD also asked whether there would be a collective briefing to new Ministers to bring them quickly up to speed.</li><li>• <b>Crown Law</b> noted that the Crown Legal Group will be examining the Crown legal risk and will provide resources to do this.</li><li>• <b>National Security Workforce</b> noted that agencies will need to have COVID-19 plans in place.</li><li>• <b>PSC, CTCC, NICC and Corrections</b> agreed with comments made.</li></ul> <p>DPMC provided an update on the next areas of focus: SIB will meet on Wednesday 11 November to discuss the draft principles and government response processes; DPMC will take on board the resource offers and work up a weekend/first week roster, potentially first seeking written inputs from agencies; and the Prime Minister will receive a briefing in early November discussing governance arrangements and raising questions she may wish to make decisions about before the report release.</p>
7	<b>Small group discussion: Principles for the RCOI response</b>

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	<p>The Chair introduced the discussion, noting that the Action Group has done some initial work to develop principles for the overall government response, looking at how and when principles could be useful and articulating some themes from which principles could derive.</p> <p>DPMC provided some background of the benefits of principles for the RCOI response, including accountability, supporting initial outreach and building trust with communities, supporting overall coordination and ensuring a system lens is applied to the response.</p> <p>Agencies then split up into small groups to discuss the themes and draft potential principles.</p>
8	<p><b>Small group discussion: Process around the first week after report delivery and responding to Recommendations</b></p> <p>DPMC introduced the discussion, noting that the exercise was designed to help agencies think about what recommendations their agency and relevant government groups/committees will need to respond to, and how to plan for this.</p> <p>Agencies then split up into small groups to discuss the process.</p>
9	<p><b>Closing and any other business</b></p> <p>The Chair thanked agencies and reminded the RSG that SIB papers will be circulated in the week commencing 26 October to the RSG for review. The next RSG meeting will focus on developing our policy lines and narratives around relevant thematic issue areas.</p>
10	<p><b>Meeting closed</b></p> <p>Meeting closed at 3.00 pm.</p>

PROACTIVELY RELEASED