



# **BRIEF TO INCOMING PRIME MINISTER**

**THE DEPARTMENT OF  
THE PRIME MINISTER AND CABINET**

November 2011

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## Chief Executive's Foreword

The Department of the Prime Minister and Cabinet provides impartial advice and support to the Prime Minister and Cabinet and, through the Clerk of the Executive Council and Government House, to the Governor-General. We are part of the core public service, and serve at the heart of New Zealand's democratic system of Government. Our staff are required to serve the Prime Minister and Government of the day in an impartial, responsible, and trustworthy manner.

The department's core function is to support the effective conduct of executive government in New Zealand. That includes policy advice and support to the Prime Minister on all issues of interest; administrative and secretariat support for the conduct of Cabinet business; coordination and management of domestic and external security risks, including intelligence; assessment of international developments of interest to New Zealand; and support for and advice to His Excellency the Governor-General and Lady Mateparae. We also have an important role in facilitating cross-agency alignment and whole-of-government initiatives, and in bringing together multiple players in pursuit of common government objectives.

DPMC also has a role as one of the three central agencies, along with Treasury and the State Services Commission. In this capacity, we seek to ensure that the entire public sector and public service is acting effectively in support of the Government's policy objectives. Central agencies are committed to improving the performance of the public sector, and will have further advice for Ministers on how this important topic might be addressed.

This short brief outlines the current functions and resources of the department. Further material can be provided on request. All of the department's staff, and the senior management team, stand ready to extend the highest level of professional support they can so that you can effectively execute your important responsibilities as chair of Cabinet and leader of the government, and prosecute the Government's policy agenda.



Maarten Wevers

## What we seek to achieve

DPMC's overall outcome is good government with effective public service support.

## What we do

The Department of the Prime Minister and Cabinet (DPMC) was set up only in 1990 as a separate public service department. From that time, a clear organisational distinction has been drawn between the provision of impartial policy advice, support and secretariat services to the head of government from professional public servants, and party political, electorate, media and personal support, which is provided through the Prime Minister's Office. PMO is staffed through the Department of Internal Affairs (Ministerial Services). The Department of the Prime Minister and Cabinet is directly accountable, via its Minister, to Parliament, in terms of the State Sector Act 1988 and the Public Finance Act 1989. The Chief Executive is appointed by the State Services Commissioner.

DPMC has four roles – to lead, advise, support, and coordinate. As well as providing impartial high-quality advice and support to the Executive (the Prime Minister, the Governor-General, and the Cabinet), DPMC is tasked at times to lead specific areas of work. Normally these are complex or critical cross-government issues which do not sit easily within a single portfolio, and where a strong coordination and leadership role is required. Recent examples have included initial work on climate change policy, foreshore and seabed, and housing affordability. DPMC also coordinates the input of other departments so that Cabinet decisions take into account all relevant viewpoints and is as coherent and complete as possible.

The department collaborates on a daily basis with Treasury and the State Services Commission over agency, chief executive, sector and public service performance. The common purpose of the central agencies is the assurance of a high performing, trusted and accessible State sector - delivering the right things in the right way at the right price. DPMC also has a leadership role in driving whole-of-government collaboration on the government's policy priorities, and in relation to national security issues, through the Officials' Committee

for Domestic and External Security Coordination, ODESC (an additional brief on the role and agenda of ODESC has been prepared).

## Our Structure

The department has seven business units – the Cabinet Office (including the Honours Unit), the Policy Advisory Group, the Security and Risk Group, the National Assessments Bureau, the Intelligence Coordination Group, the Corporate Services Unit and Government House.

**The Cabinet Office** is a semi-autonomous unit within DPMC, which provides impartial secretariat services to support Cabinet and Cabinet Committee decision-making processes and the Executive Council, and also supports the government in developing, monitoring and modifying its legislation programme. The Cabinet Office has particular responsibility to ensure that executive government is well conducted and continues in accordance with accepted conventions and practices. It is the custodian of knowledge and experience of the New Zealand system of Cabinet government. Much of this experience is codified in two resources: The *Cabinet Manual*, which provides authoritative guidance on central government decision making and which records constitutional conventions and practices, and the *CabGuide* website, which provides more detailed procedural advice on Cabinet processes ([www.cabguide.cabinetoffice.govt.nz](http://www.cabguide.cabinetoffice.govt.nz)). The Cabinet Office provides advice on the matters set out in these resources. The Secretary of the Cabinet as Clerk of the Executive Council has a range of constitutional duties to advise, independently, the Governor-General and the Prime Minister. The Cabinet Office also administers the New Zealand Royal Honours System. The Clerk of the Executive Council is the line manager for the Official Secretary and has an overall responsibility for Government House.

*Location:* Level 10 Beehive

**The Policy Advisory Group (PAG)** is responsible for providing free, frank and impartial advice on issues of the day directly to the Prime Minister and, as appropriate, to other Ministers. The advisors can commission and coordinate advice from other government departments, and draw on information and analysis from a range of external sources to ensure advice is well informed. They are well connected and able to take an active role in

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problem solving and helping departmental officials understand the context for Ministers' decisions.

*Location:* Level 8 Beehive

The Cabinet Office and the Policy Advisory Group are physically located in the Executive Wing with the Prime Minister, Ministers and the Prime Minister's Office. This facilitates the efficient conduct of day-to-day business, and the timely provision of advice. The location of the Cabinet Office and the PAG in the Executive Wing enables stronger relationships between these two groups of Prime Ministerial support staff, on the one hand, and the Prime Minister's Office and Ministers' Offices, on the other.

**The National Assessments Bureau (NAB)** is part of New Zealand's intelligence community. It provides assessments on events and trends which affect New Zealand's national security and external interests to the Prime Minister, selected other Ministers, and senior officials in other departments. These are usually of a political, economic, strategic or biographical nature. NAB's contribution lies in providing the Government with a "decision advantage" – the opportunity to make decisions from a basis of enhanced insight and understanding. NAB's reporting has a value-add because it draws on the widest possible range of information, including intelligence material, and because it is aimed explicitly at New Zealand interests. Reports range from immediate assessments on developing crises to longer-term reports on matters of strategic importance to New Zealand.

NAB has close relationships in particular with the ICG and the Ministry of Foreign Affairs and Trade, as well as with the SRG and the other intelligence and national security departments and agencies.

*Location:* Pipitea House, 1-15 Pipitea Street, Thorndon, Wellington

**The Security and Risk Group (SRG)** provides advice on national security issues that affect New Zealand. The broad "all hazards" concept of national security means that all risks to national security whether internal or external, human or natural, are included within the ambit of the national security system.

SRG co-ordinates whole-of-government efforts to proportionately and effectively manage national security risks. This includes policy and planning as well as response preparedness and co-ordination. Recent instances of response co-ordination include Pike River, the Christchurch earthquakes, the Rena grounding, and the natural gas pipeline leak.

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*Location:* Pipitea House, 1-15 Pipitea Street, Thorndon, Wellington

**The Intelligence Coordination Group (ICG)** is responsible for ensuring that the New Zealand intelligence community delivers its key outputs in a coordinated and cost-effective way. The ICG advises the Prime Minister on intelligence matters and supports the Officials Committee for Domestic and External Security Coordination (ODESC) in its governance role of the intelligence community.

*Location:* Pipitea House, 1-15 Pipitea Street, Thorndon, Wellington

The roles performed by NAB, SRG and ICG link to other responsibilities traditionally held by the Prime Minister, who is normally the Minister responsible for New Zealand's two security and intelligence agencies.

**The Corporate Services Unit** provides human resource, IT, information management, financial, accounting and record keeping services and support. Corporate Services also coordinates the production of accountability and other reporting requirements under the Public Finance Act 1989 and the State Sector Act 1988 (including Annual Reports and Departmental Forecasts); as well as negotiating terms and conditions for paid government-agency advertising and publicity. The proposed Central Agencies Shared Services (CASS) initiative will see the majority of these corporate functions being carried out in the new CASS team located in Treasury but providing services to Treasury, SSC and DPMC from about February 2012.

*Location:* Reserve Bank, No. 2 The Terrace, Level 5

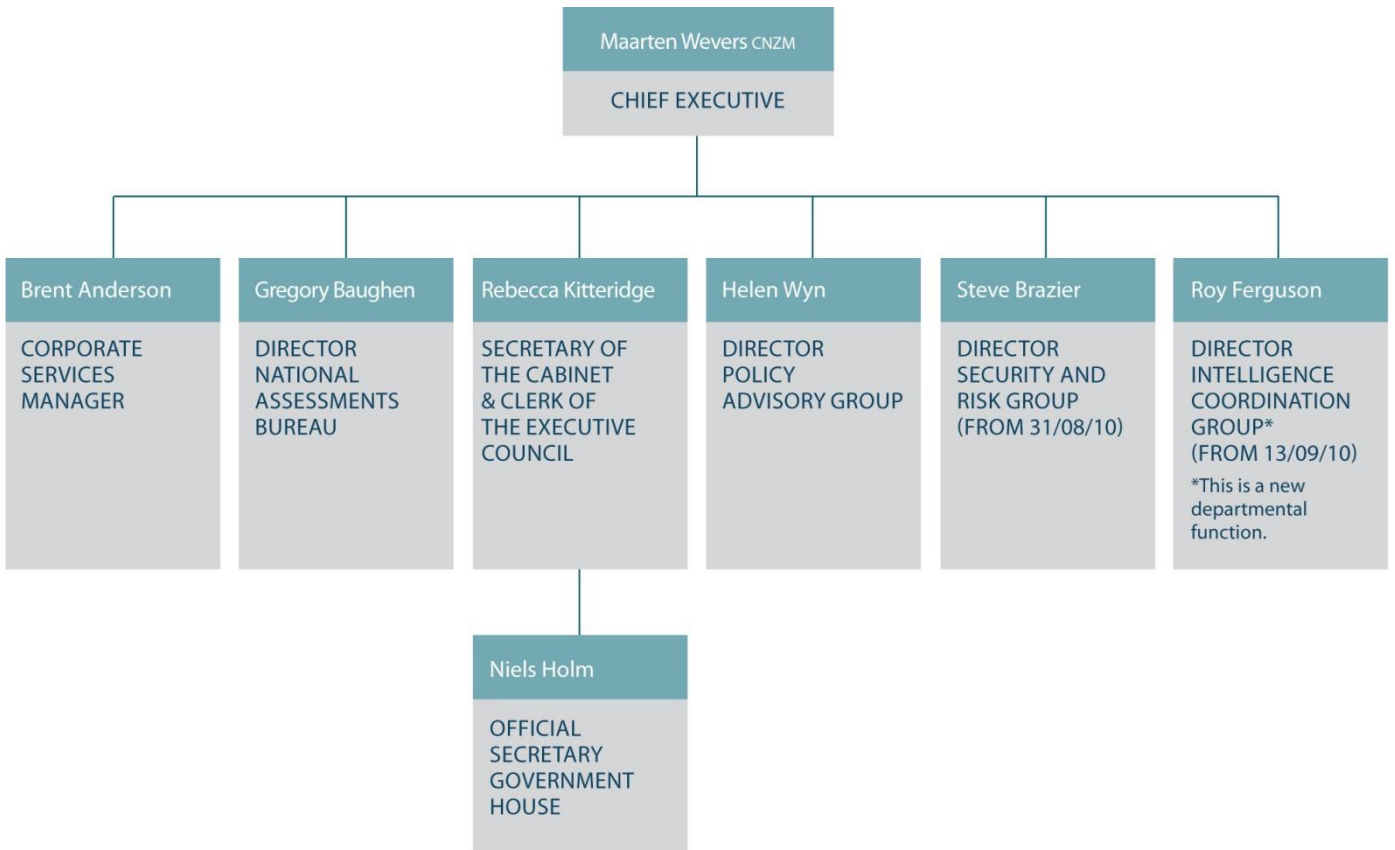
**Government House** provides administrative and support services for the [Governor-General](#) to enable him to carry out the functions of the office; and maintains [Government House](#) and its grounds in Wellington, as well as the smaller Government House in Auckland. The funding for these services is appropriated through Vote Prime Minister and Cabinet. The remuneration, travel and programme expenses of the Governor-General are met from a permanent legislative authority (the Governor-General Act 2010) administered by DPMC.

## Conduct and values

The staff of the department are drawn from a wide variety of backgrounds, including the private sector, and form part of the core public service. They are subject to the DPMC Code of Conduct, and the State Services Standards of Integrity and Conduct, which require that they act at all times as impartial public servants and perform their official duties with professionalism and integrity. DPMC staff serves the Government of the day, and always seeks to maintain the confidence of the Prime Minister.



## Senior Management Team



## Senior Management



**Maarten Wevers, CNZM – Chief Executive**

Maarten took up his current role in June 2004, following four years in senior management positions at New Zealand Post Ltd. Prior to working at Post, Maarten served in the Ministry of Foreign Affairs and Trade for over twenty years. He was High Commissioner to Papua New Guinea, and Ambassador to Japan, and also served in Belgium. Maarten was the Chair of the Senior Officials' Meeting during New Zealand's APEC year in 1999. From 1985-1987 Maarten served as Private Secretary to the Rt. Hon. David Lange, in his capacity as Minister of Foreign Affairs.

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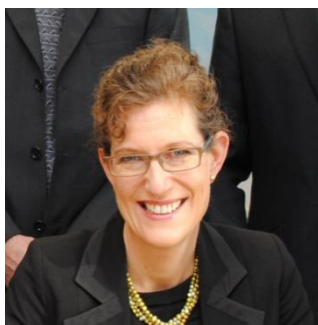
**Helen Wyn – Director, Policy Advisory Group**

Helen originally joined the Policy Advisory Group in 2005 as a policy advisor working on a range of portfolios including the state sector, justice sector, social development and many of the population ministries. Helen left DPMC to take up a position as General Manager of Public Law policy in the Ministry of Justice. She returned to DPMC as the Director of the Policy Advisory Group in March 2010.

Helen has policy and research management experience in the health sector, and programme evaluation experience in the welfare sector.

Helen has a BA Hons in Sociology and a Master of Public Management degree from Victoria University of Wellington.

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**Rebecca Kitteridge – Secretary of the Cabinet and Clerk of the Executive Council**

Rebecca took up the role of Secretary of the Cabinet and Clerk of the Executive Council in April 2008, after five years as Deputy Secretary (Constitutional). Rebecca's earlier public sector roles

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were legal and constitutional in focus, including a stint at the Ministry of Foreign Affairs and Trade and an earlier legal adviser role in the Cabinet Office. Before joining the public service, Rebecca was for nine years a private sector lawyer, working mainly at Chapman Tripp.

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**Steve Brazier – Director, Security and Risk Group**

Steve Brazier's job includes managing the all-of-government coordination of Government agencies in the event of significant emergency situations. He was involved in Christchurch during the aftermath of the September 2010 earthquake and went down to Christchurch with the Director of Civil Defence on 23 February 2011. He acted as alternate National Response Controller and worked with the Director over the next 10 weeks. In 2009 he was National Controller for the response to the H1N1 influenza pandemic and currently is chairing the Watch Group coordinating the government response to the RENA stranding.

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**Gregory Baughen – Director, National Assessments Bureau**

Greg joined the National Assessments Bureau in 1990 and became its Director in July 2006. Previous roles within NAB include various strategic, defence and regional analytical positions, Intelligence Liaison Officer in the New Zealand High Commission in London, and assessments manager. Earlier in his career Greg worked for the Department of Trade and Industry and the Department of Social Welfare.

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**Roy Ferguson – Director, Intelligence Coordination Group**

Roy Ferguson has been Director of the Intelligence Coordination Group since September 2010. He is responsible for leadership and coordination of the New Zealand intelligence community agencies. Prior to his present appointment he was a career diplomat, most recently serving as New Zealand's Ambassador to the United States from 2006 - 10. Prior to that he was Director of the Americas Division in the Ministry of Foreign Affairs and Trade from 2002-2005. He previously served as New Zealand's Ambassador to the Republic of

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Korea. He has also served in Manila and Canberra as well as in a number of positions in Wellington.

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**Niels Holm – Official Secretary Government House**

Niels was appointed Official Secretary in June 2010, on secondment from the Ministry of Foreign Affairs and Trade for a three year term. His immediate past role was as High Commissioner to Papua New Guinea, and he has also been Ambassador to Iran (concurrently High Commissioner to Pakistan and New Zealand's first Ambassador to Afghanistan) from 2001-4. Previous positions have included MFAT postings to Japan and the Philippines, and service as Private Secretary to senior ministers in both National and Labour.

governments.

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**Brent Anderson - Corporate Services Manager**

Brent was involved in establishing DPMC in its present form in 1990 and has worked with all successive administrations since then. He has a wide experience of the public sector, machinery issues, and an intimate knowledge of DPMC. Prior to that Brent held roles in senior management, project and policy coordination and administration in the Ministry of Energy and was private secretary to senior ministers in successive National and Labour administrations.

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## Staffing

The department currently has 127 staff including 13 part time staff and 13 seconded from other departments and other organisations. Casual staff are not included.

### Department of the Prime Minister and Cabinet

*Actual Staff levels as at 30 June 2011*

| <b>SECTION</b>                  | <b>STAFF NUMBERS</b>   |
|---------------------------------|------------------------|
| Office of the Chief Executive   | 2                      |
| Policy Advisory Group           | 19                     |
| Cabinet Office                  | 26                     |
| Security & Risk Group           | 6                      |
| National Assessments Bureau     | 25                     |
| Intelligence Coordination Group | 4                      |
| Government House                | 26                     |
| Government House Project        | 1                      |
| Corporate Services              | 18                     |
| <b>TOTAL</b>                    | <b>127<sup>1</sup></b> |

<sup>1</sup> 114 FTE

## Demographics

| <b>GENDER DISTRIBUTION</b> | <b>2011</b> | <b>2010</b> | <b>2009</b> | <b>2008</b> | <b>2007</b> |
|----------------------------|-------------|-------------|-------------|-------------|-------------|
| Female                     | 50%         | 52%         | 52%         | 55%         | 55%         |
| Male                       | 50%         | 48%         | 48%         | 45%         | 45%         |

| <b>ETHNICITY</b> | <b>2011</b> | <b>2010</b> | <b>2009</b> | <b>2008</b> | <b>2007</b> |
|------------------|-------------|-------------|-------------|-------------|-------------|
| NZ European      | 85%         | 83%         | 79%         | 81%         | 82%         |
| NZ Maori         | 3%          | 4%          | 7%          | 7%          | 8%          |
| Pacific peoples  | 1%          | 1%          | 1%          | 2.5%        | 2%          |
| Asian            | 3%          | 2%          | 3%          | 2.5%        | 2%          |
| Other            | 8%          | 10%         | 12%         | 7%          | 6%          |

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Appropriations for Vote Prime Minister and Cabinet

|  | 2005/06        | 2006/07        | 2007/08        | 2008/09 | 2009/10        | 2010/11        | 2011/12        | 2012/13        |
|--|----------------|----------------|----------------|---------|----------------|----------------|----------------|----------------|
|  | Actual         | Actual         | Actual         | Actual  | Actual         | Actual         | Estimated      | Budget         |
|  | \$000          | \$000          | \$000          | \$000   | \$000          | \$000          | \$000          | \$000          |
| <b>Departmental Output Expenses</b>            |                |                |                |         |                |                |                |                |
| <b>Output Expenses</b>                         | <b>14, 172</b> | <b>14, 936</b> | <b>15, 619</b> | 15, 527 | <b>15, 527</b> | <b>16, 147</b> | <b>16, 688</b> | <b>16, 177</b> |
| Capital Expenditure                            | 233            | 213            | 270            | 1, 320  | 300            | 1,472          | 300            | 300            |
| <b>Non Departmental Output Expenses</b>        |                |                |                |         |                |                |                |                |
| Other Expenses                                 | 1, 209         | 1, 257         | 1, 901         | 1, 973  | 2, 033         | 2, 558         | 3, 870         | 3, 766         |
| Capital Expenditure                            | 795            | 146            | 1,512          | 7,284   | 15, 450        | 11, 650        | 150            | 150            |
| Total Appropriations                           | 16, 176        | 16, 339        | 19,897*        | 16,847* | 33,010*        | 31, 827        | 21, 008        | 20, 393        |
| <b>Staff numbers<br/>(including secondees)</b> | <b>123</b>     | <b>125</b>     | <b>123</b>     | N/A     | <b>N/A</b>     | <b>127</b>     | <b>127</b>     | <b>N/A</b>     |

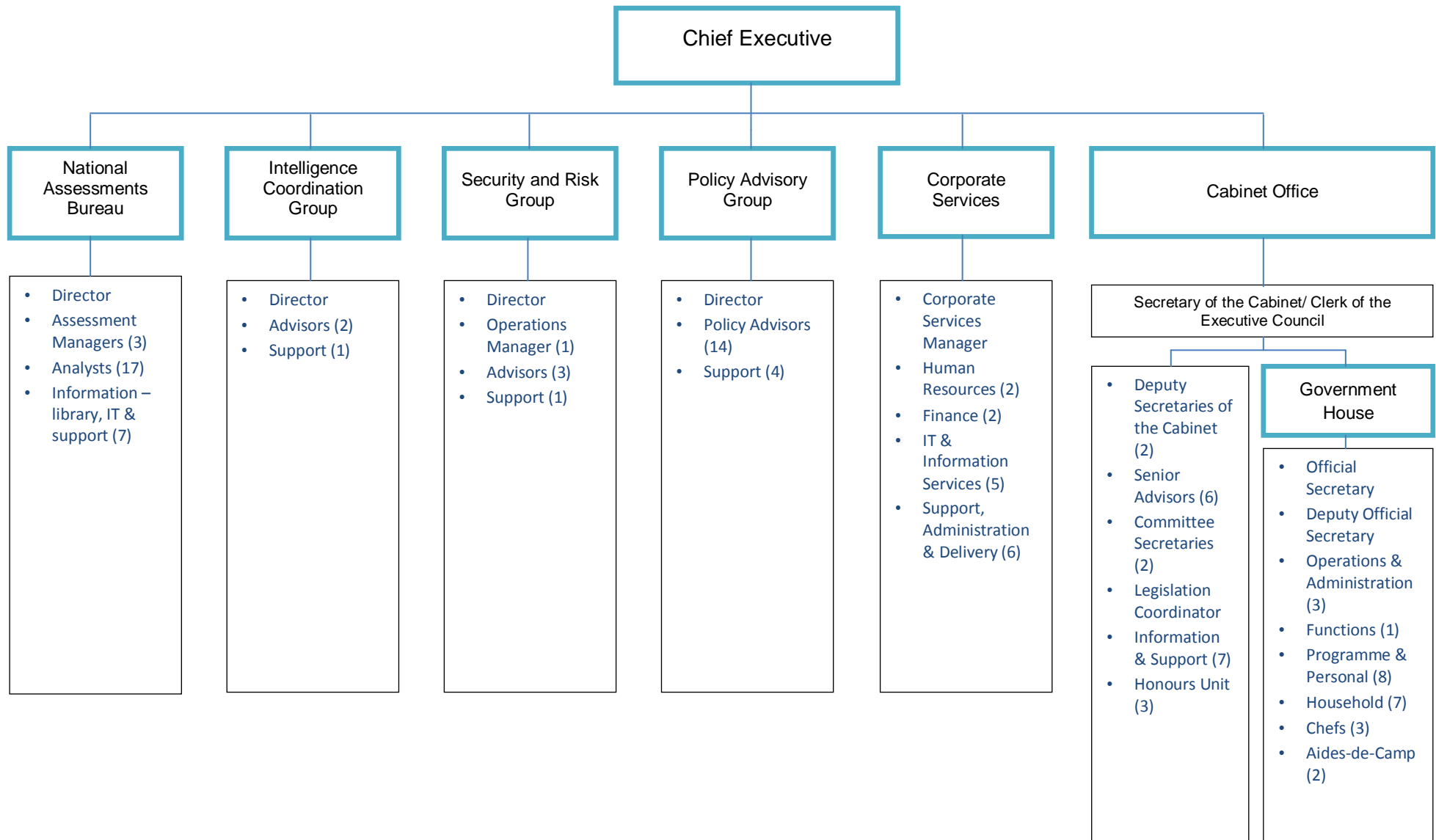
## DPMC Climate Survey May 2010

Every two years staff are surveyed on their opinions of DPMC by an external research organisation. Key results of this latest survey are reproduced here.

### *Organisational Snapshot*

|  | <b>2009/10</b>       |  |
|--|----------------------|--|
| <b>ELEMENTS OF AN EFFECTIVE ORGANISATIONAL CULTURE</b> | <b>DPMC's RATING</b> | <b>EXPLANATION</b>   |
| Clarity  | Outstanding          | Purpose, values and roles are clear to all and widely understood. People know what they have to do to be successful.   |
| Drive  | Good Practice        | The organisation has the building blocks of a performance culture. Rewards extend beyond financial. Innovation is seen as important.                           |
| Alignment  | Good Practice        | Structures are creating organisational flexibility, underpinned by good communication. Cooperation across the business is occurring.                           |
| Confidence   | Good Practice        | Staff believe the organisation can succeed and their unit is effective. Morale is positive. Improvement in the other factors will improve this result further. |





# Chief Executive's Office

## *8th Floor Beehive*

| Position        | Name           |
|-----------------|----------------|
| Chief Executive | Maarten Wevers |

### *Key roles:*

The Chief Executive is responsible for leadership and management of the department, and is accountable under the State Sector Act 1988 and the Public Finance Act 1989 for the performance and conduct of the department and its staff, and for the resources appropriated by Parliament to the department.

In addition, the Chief Executive serves as Chair of the Officials' Committee for Domestic and External Security Coordination, ODESC.

With the Secretary of the Treasury, Gabriel Makhoul, and the State Services Commissioner, Iain Rennie, the Chief Executive works to enhance the performance of public service as a whole, through central agency collaborative mechanisms. DPMC has a particular role in leadership and communications across government agencies, in support of the Prime Minister as Chair of Cabinet, and leader of the government.

Each second Friday, the Chief Executive convenes a meeting of all public service Chief Executives and some Crown Entity CEOs to discuss prominent current issues, and to enhance cross-agency collaboration and alignment. This is a useful forum for regularly conveying the Prime Minister's views and priorities to the leadership of the state sector.

In addition, the three central agency Chief Executives meet each Friday, with their respective deputies and the Secretary of Cabinet, to discuss matters of current significance.

As with the other two central agency Chief Executives, the CEO of DPMC has traditionally had authority from the Prime Minister to engage directly with other Ministers and Chief Executives in pursuit of the policy objectives of the Government of the day.

## Policy Advisory Group (PAG)

### *8th Floor Beehive*

**2011/2012 Operating Budget : \$3.69 million**

Director

Policy Advisors

Executive Support

| Position                              | Name      |
|---------------------------------------|-----------|
| Director of the Policy Advisory Group | Helen Wyn |

The PAG is staffed by senior advisors drawn from the public and private sectors.

Collectively staff bring a range of skills and experience including in commercial, legal, business, Treaty, economic and social policy.

### *The Policy Advisory Group:*

The PAG is a small, flexible group focused on supporting the PM. The PAG stands ready to adjust what it does and how it does it to best meet the PM's needs. The PAG:

- offers immediate, medium and long term policy advice to the Prime Minister and, at the Prime Minister's request, other Ministers;
- provides written and oral briefings to the Prime Minister on Cabinet Committee papers and for other meetings and engagements. Staff attend such meetings in support of the Prime Minister when requested;
- supports Ministerial Chairs of Cabinet Committees, either through chairing or attending Officials' Committees or providing direct briefing;
- promotes and facilitates interdepartmental coordination of policy development and issues, including sharpening departments' focus on the results that matter most to the Government;
- acts as an "honest broker" where there are conflicts over policy advice being offered

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by different public sector agencies;

- works closely with Treasury and the State Services Commission to lift performance standards across the State Sector.

Recent cross departmental officials groups led and supported by DPMC

- Foreshore and Seabed Group (2004-05)
- House Prices Unit (2007-08)
- Urban Development Authorities Team (2008)
- Canterbury Earthquake Response Team (2010 – 11)
- Pike River Response (2010 – 11)
- Better Public Services (2010 – 11)

# Cabinet Office

*Includes Honours Unit*

*10th floor Beehive*

**2011/2012 Operating Budget** : \$3.161 million

24 staff (including two vacancies being held open)

| <b>Position</b>   | <b>Name</b>        |
|---|--------------------|
| Secretary of the Cabinet and Clerk of the Executive Council | Rebecca Kitteridge |
| Deputy Secretary of the Cabinet                             | Martin Bell        |
| Deputy Secretary of the Cabinet                             | Michael Webster    |

*Support for the Prime Minister and Cabinet*

The Cabinet Office, headed by the Secretary of the Cabinet/Clerk of the Executive Council, provides:

- impartial secretariat services to Cabinet and its Committees and to Executive Council;
- high quality and timely policy advice to the Prime Minister and, at the Prime Minister's request, other Ministers and departments, on central government constitutional, policy and administrative issues, including Ministers' interests and conduct.

*Legislation Coordinator*

- supports the Leader of the House in establishing, managing and reviewing the legislation programme.

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- works closely with the Leader of the House, Chair of the Legislation Committee, Clerk of the House, and Parliamentary Counsel Office.

### *Support for Governor-General*

- the Secretary of the Cabinet is also Clerk of the Executive Council.
- the Clerk is the constitutional link between the Governor-General and his ministerial advisors. She is directly responsible to the Governor-General and the Prime Minister for the provision of advice and services to the Governor-General and the Executive Council.
- as Clerk she supports the Governor-General on the government formation process.
- as Clerk she also liaises with the Palace and the Sovereign.

### *Honours Unit*

- responsible for the administration of the New Zealand Royal Honours System.

# Security and Risk Group (SRG)

*Pipitea House, 1-15 Pipitea Street, Thorndon, Wellington*

**2011/2012 Operating Budget : 1.128 million**

Director

Operations Manager

3 Advisors (includes one vacancy)

Executive Support

| Position | Name          |
|----------|---------------|
| Director | Steve Brazier |

SRG provides leadership, risk oversight and co-ordination on national security issues. SRG is responsible for developing coherent, all-of-government management of national security via strategies for risk mitigation or response readiness. It leads and coordinates national security activity across relevant government agencies. SRG works with PAG, ICG and NAB when dealing with matters of a national security nature that are relevant to these other DPMC groups (policy, intelligence, assessments).

### **SRG provides:**

- advice to the Prime Minister on national security issues and emergencies of national significance and scale;
- co-ordination of interdepartmental advice and activities in the event of crises involving the security of New Zealand and New Zealanders;
- support for the Chief Executive in his role as Domestic and External Security Co-ordinator;
- support for the Officials Committee for Domestic and External Security Co-ordination (ODESC);
- support for the Prime Minister as Chair of the Cabinet Committee on Domestic and External Security Co-ordination;
- general leadership of the whole of government National Exercise Programme (which exercises various parts of central and local government in a wide range of response

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preparedness)

SRG's immediate, medium and long-term focus is framed by Cabinet's May 2011 consideration of the National Security System:

- Refining the identification and assessment of national security risks and national security priorities;
- Identifying national security priorities, with guidance from Ministers as appropriate;
- Developing policies for integrated management of national security issues across government and driving efficiency;
- Supporting the government's periodic statement of national security policies and priorities;

Ensuring processes for delivering national security outcomes are responsive to the dynamic nature of security risks confronting New Zealand.

***Commissioner of Security Warrants:*** Sir John Jeffries

*Sir Jeffries was appointed on 9 September 1999. This term expires on 6 August 2013.*

SRG also provides support to the Commissioner of Security Warrants, who is a statutory officer under the New Zealand Security Intelligence Service Act 1969. The Commissioner's job is to advise, consider and deliberate with the Minister in Charge of the NZSIS (normally the Prime Minister) on applications for domestic interception warrants, and to issue those warrants jointly with the Minister in Charge. The Commissioner is appointed by the Governor-General on the recommendation of the Prime Minister following consultation with the Leader of the Opposition.

The appropriation under permanent legislative authority (the NZSIS Amendment (No. 2) Act 1999) will provide for payments to the Commissioner as an independent judicial officer for the authorisation of domestic security warrants.



# National Assessments Bureau (NAB)

*Pipitea House, 1-15 Pipitea Street, Thorndon, Wellington*

**2011/2012 Operating Budget:** \$3.637 million

Director

3 Assessment Managers

Information Manager

Executive Assistant

17 Analysts

6 Information Centre staff

| Position | Name            |
|----------|-----------------|
| Director | Gregory Baughen |

The National Assessments Bureau (NAB) provides:

- the Prime Minister, selected other Ministers and senior officials with assessments of events and trends relating to New Zealand's national security and external interests.
- Assessments may cover political, economic, strategic, scientific and biographic topics. Preparation for present and future assessments requires the collection and collation of information from a wide variety of sources, including intelligence material.
- The Director of the NAB is directly accountable to the Prime Minister for the content and quality of NAB's assessments.

NAB forms part of New Zealand's intelligence community. It is New Zealand's central foreign assessments agency, which means its purpose is to provide insights for those who make strategic decisions – i.e. the Prime Minister, selected other ministers and, at official level, chief executives and other senior officials in the relevant departments. Its reporting represents a whole-of-government view, not particular to any specific department. Points to note:

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- NAB is explicitly excluded from any role in policy development, advocacy or advice. The intention is that NAB has a disinterested role, uninfluenced by any debate that may arise over policy recommendations. NAB's reporting needs to be relevant to the policy-making process, but independent of it;
- NAB draws on intelligence material and diplomatic reporting, but it is an "all-source" agency. Much the greater part of the information it uses is publicly available;
- NAB's remit includes matters of national security, and reporting on events overseas that shape New Zealand's international environment;
- NAB has a leadership and co-ordination role with the other security and intelligence agencies.
- NAB operates a co-ordinated programme of assessment reporting that includes all the security and intelligence agencies. This programme has several reporting streams, aimed at meeting the diverse needs of the Prime Minister and its other audiences. They include in-depth reports on matters of major importance to New Zealand;
- shorter items with a more limited scope, sometimes issued in quick response to matters of concern to New Zealand; and
- biographic assessments of senior figures from foreign countries or international organisations who are meeting the Prime Minister or selected other Ministers; and

The main emphasis for the national assessments programme is on political and strategic matters, and on New Zealand's neighbourhood in East Asia and the South Pacific. But there are several other high priorities, some of them rising and falling with events – Afghanistan, because of the New Zealand deployment there; the proliferation of nuclear weapons; fisheries and whaling in the South Pacific and the Southern Ocean; maritime people-smuggling.

NAB maintains a range of external relationships with counterpart agencies in a dozen countries overseas. These relationships provide significant benefit to NAB, both for the access they provide to additional information and, more significantly, for the opportunity they provide for NAB to test the integrity of its assessments in discussions with knowledgeable overseas agencies.

Internally, NAB's focus continues to be on assuring the quality and relevance of its reporting to support the government's policy interests. Central to this is an increased emphasis on

IN CONFIDENCE

professional development and training for staff, noting also a general decrease in the average age and experience of NAB staff over the past few years.

Over the past year, NAB has been conducting a review of its business model. Its purpose has been to give assurance to NAB's stakeholders that it is making sound decisions on prioritisation of effort and allocation of resources, is performing its co-ordination role in the domain of intelligence assessment effectively, and is operationally efficient. The drivers are to demonstrate NAB's value-add, and to improve outcomes in conditions of budgetary restraint.

# Intelligence Coordination Group (ICG)

*Pipitea House, 1-15 Pipitea Street, Thorndon, Wellington*

**2011/2012 Operating Budget : \$884,000**

Director  
2 Advisors  
Executive Assistant

| Position | Name         |
|----------|--------------|
| Director | Roy Ferguson |

**The Intelligence Coordination Group (ICG)** is responsible for ensuring that the New Zealand intelligence community delivers its key outputs in a coordinated and cost-effective way to ensure usable, timely and incisive intelligence for government decision-making. ICG also supports the Officials Committee for Domestic and External Security Coordination (ODESC) in its governance role of the intelligence community.

The ICG's key functions are to:

- advise the Prime Minister on intelligence matters;
- provide priority setting, coordination, resourcing and evaluation of the intelligence community;
- coordinate New Zealand's international intelligence relationships.

The ICG has a close working relationship with the SRG and the NAB within DPMC. Outside of DPMC the ICG has responsibilities relating to the New Zealand Intelligence Community, particularly the New Zealand Security Intelligence Service (NZSIS) and the Government Communications Security Bureau (GCSB). The ICG also engages closely with agencies that make up the wider intelligence community, including the Defence Directorate for Intelligence and Security, Police, Customs, Immigration, MFAT, DIA and Maritime NZ. The ICG also maintains relationships with some international counterparts.

IN CONFIDENCE

Since its inception in September 2010, the ICG has provided regular coordinated intelligence briefings to you, and other Ministers where appropriate. In terms of the organisation of the intelligence community, the ICG has coordinated the intelligence community to work towards a more integrated sector. This has been achieved by strengthening central coordination, setting clearer priorities, creating efficiencies in the community and the submission of joint Budget plans.

# Government House

*Rugby Street, Wellington*

**2012/2013 Operating Budget : \$3.457 million**

26 Staff

| Position           | Name       |
|--------------------|------------|
| Official Secretary | Niels Holm |

Government House staff:

- provide official, domestic and personal services to the Governor-General;
- arrange and coordinate the Governor-General's programme including overseas visits;
- conduct a range of official functions, investitures, award ceremonies, credential ceremonies, charity fund raising functions aligned to Their Excellencies patronages; receptions, and house and garden tours at Government House (Wellington and Auckland);
- host State occasions and visits by distinguished persons;
- provide financial, communications, administrative and advisory services which support the Office of the Governor-General.

# Corporate Services

*Level 5 Reserve Bank Building, 2 The Terrace, Wellington*

**2012/2013 Operating Budget** : \$2.385 million, including the office of the Chief Executive.  
(Funded from within the business units budgets)

Corporate Services Manager  
Human Resources (2)  
Finance (2)  
IT and Information Services (5)  
Support, Administration and Delivery (6)

| Position                   | Name           |
|----------------------------|----------------|
| Corporate Services Manager | Brent Anderson |

Corporate Services provides the following functions in support of the department's business units:

- organisation development and planning
- accounting services
- financial management and reporting
- internal audit
- human resources management
- administration and support services
- information technology services
- information services
- messenger Services
- on behalf of the government, negotiates advertising volume incentive discounts (VIDs) with the media.

## DPMC Audit and Risk Committee

This Committee consists of two external members (Souella Cumming, Chair and Shenagh Gleisner) and one internal (Michael Webster), with internal secretariat support and advice (Brent Anderson). It meets quarterly and the purpose of the DPMC Audit Committee is to provide assurance to the Chief Executive in discharging his responsibilities in connection with:

- the integrity of financial management and reporting systems and processes;
- the adequacy, efficiency and effectiveness of the department's management systems, and
- the effectiveness of the department's risk management framework, including legislative and regulatory compliance.



## Appendices

- Statement of Intent 2011 – 15 (refer [www.dpmc.govt.nz](http://www.dpmc.govt.nz))
- Annual Report year ended 30 June 2011 (refer [www.dpmc.govt.nz](http://www.dpmc.govt.nz))
- Main Estimates (refer [www.treasury.govt.nz](http://www.treasury.govt.nz))