



Proactive Release

The following documents have been proactively released by the Department of the Prime Minister and Cabinet:

[Proactive Release] Change proposal and final decisions on the Department of the Prime Minister and Cabinet organisation structure

The following documents have been included in this release:

- DPMC staff Strategic Baseline Review Summary November 2024
- Consultation document May 2025
- Change decision document July 2025

Some parts of this information release would not be appropriate to release and, if requested, would be withheld under the Official Information Act 1982 (the Act). Where this is the case, the relevant section of the Act that would apply has been identified. Where information has been withheld, no public interest has been identified that would outweigh the reasons for withholding it.

Key to redaction codes:

- s6(a), national security
- s9(2)(a), protect personal privacy
- s9(2)(f)(iv), active consideration
- s9(2)(g)(i), free and frank advice
- s9(2)(h) protect legal privilege
- s9(2)(k), improper gain or improper advantage.

Department of the Prime Minister and Cabinet

Summary: Strategic Baseline Review

This is a summary of the Strategic Baseline Review, undertaken by David Smol, Brian Sage and Ben Bush for the Chief Executive of DPMC. The report below is a shortened version of the report developed by DPMC with specific recommendations about funding, possible impacts on roles, and attributable feedback removed for privacy and sensitivity reasons.

15 November 2024

Contents

1. Executive Summary	2
1.1. Purpose	2
1.2. Overview	2
1.3. Key Messages	3
1.4. Next Steps	5
2. Background	6
2.1. Context	6
2.2. Objective	6
2.3. Methodology	6
2.4. Scope	7
2.5. Limitations	7
3. Overview of DPMC	8
3.1. Strategic Context	8
3.2. Organisational Design and Resourcing	9
3.3. Financial Overview	10
3.4. Key Issues Driving this Review	12
4. Stewardship and Advice	14
4.1. Summary	14
4.2. Findings	14
5. Risk and National Security	17
5.1. Summary	17
5.2. Overview of Risk and National Security	18
5.3. Findings National Security Group	18
5.4. Findings Risk and System Governance Group	20
6. Hosting	24
6.1. Summary	24
6.2. Findings	24
6.3. Delivery Options	25
7. Support Services	29
7.1. Summary	29
7.2. Findings	29
7.3. Delivery Options	30
Appendix 1	31

1. Executive Summary

1.1. Purpose

The purpose of this review is to identify the funding and resources needed for the Department of the Prime Minister and Cabinet (DPMC) to deliver on its strategy and the Government's priorities.

This paper is structured around the core functions of DPMC:

- **Stewardship and Advice** (Policy Advisory Group, Cabinet Office, Government House, and the Delivery Unit)
- **Risk and National Security** (Risk and Systems Governance Group and the National Security Group)
- **Hosting** (e.g. National Emergency Management Agency and Cyclone Recovery Unit)
- **Support Services** (Strategy, Governance and Engagement Group and the Central Agencies Shared Service).

Sage Bush would like to thank the Rt Hon Chris Luxon, the Rt Hon Dame Cindy Kiro, external stakeholders, DPMC and CASS staff who gave up their time and offered valuable insights for this work.

1.2. Overview

DPMC has a number of critical roles in ensuring effective and efficient government, and in identifying and managing national threats and hazards. If DPMC fails to deliver on these roles, the impacts on New Zealand could be significant.

We found that DPMC is structurally under-resourced and under-funded to provide effective Central Agency leadership and to mitigate service delivery risks in key areas such as Cabinet Office and PAG. Under-funding of DPMC over the last decade has been masked by funding of hosted functions, time-limited funding and the growth of NEMA. Funding of business-as-usual activities and key systems has not kept pace with inflation and the organisation has only remained financially viable due to significant and frequent funding increases for time-limited projects and functions such as the AoG response to COVID-19, Royal Commission of Inquiry into the Terrorist Attacks on the Christchurch Mosques, and several others.

Now that these funding sources have ended, or are about to end, DPMC is not sustainable and must either cut services and/or seek increased funding. While DPMC has some opportunities to utilise existing resources more efficiently, these are small relative to the cumulative funding shortfall.

s6(a)

Baselines were increased temporarily following the 2019 Christchurch Mosque shootings and development of the National Security Strategy. In the meantime demands and expectations have increased in line with the increased risk environment. Lack of certainty of funding has made it difficult to attract and retain high quality experienced staff s6(a)

Due to the critical roles of DPMC and the potential impact if it fails or is unable to lead and operate at the right level, there is a strong case for resourcing above the minimum viable level. This will reduce the risk of leadership or service delivery failure and provide greater bandwidth to develop the systems and processes needed to be an effective central agency.

1.3. Key Messages

This section summarises the high-level findings for DPMC as a whole. Specific findings are set out in the relevant section for each business group.

- DPMC is not financially sustainable.** Funding in many areas of DPMC has not kept pace with inflation and the organisation has only remained financially viable due to significant and frequent funding increases for time-limited projects and functions. The graph below shows how time-limited projects and the growth in NEMA have dwarfed DPMC operations and masked flat baselines for core business activities (i.e. Stewardship and Advice, Risk and National Security, and Support Services):

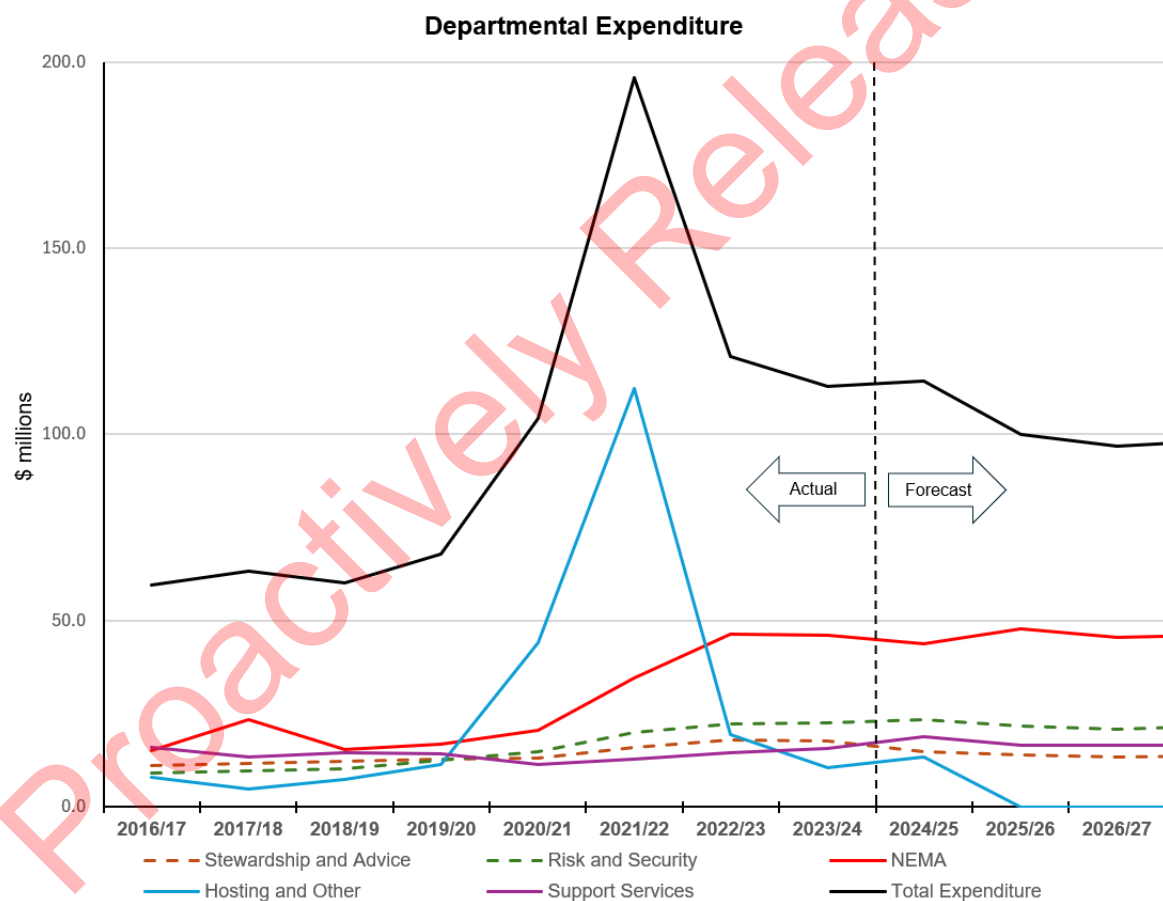


Figure 1: Actual and Forecast Departmental Expenditure

Time-limited projects and functions over the past seven years included:

- AoG response to COVID-19
- Child Wellbeing and Poverty Reduction
- Canterbury EQ Recovery

- Cyclone Recovery Unit: Functional Chief Executive Cyclone Recovery
- EQC Inquiry
- Extreme Weather Events AoG response
- Greater Christchurch Group
- Health & Disability System Reform
- Royal Commission of Inquiry into the Terrorist Attacks on the Christchurch Mosques.

Funding for most of these projects has ended or is about to end and the remaining funding for core business activities will fall below current expenditure levels. While funding is falling, demand for Risk and National Security functions is increasing in line with the domestic and international heightened risk environment. In addition, many business groups are under-resourced and have limited or no contingency to ensure business continuity and coverage of staff absences. This means that DPMC is not financially sustainable and must either cut critical functions to reduce costs and/or seek increased funding.

- **Resource levels constrain DPMC's ability to meet Government expectations.** The Prime Minister has high expectations for DPMC including: more emphasis on prioritisation and delivery; moving at pace; stronger central agency role; early identification of and response to emerging problems; and effective identification and management of national threats and hazards. DPMC undertakes roles which are critical to effective and efficient government, and to managing National Risks and National Security. Insufficient resourcing of Risk and National Security, PAG, Government House, Cabinet Office and Support Services constrains DPMC's ability to meet these expectations and to support government.
- **Arrangements for system oversight of threats and hazards require sustained focus.** The organisational changes of 2023 are still bedding-in, with a lack of role clarity in several areas and the challenge of time-limited funding about to end. Fixed term contracts and uncertainty about the future has led to staff losses and difficulties filling vacancies.
- **Hosting has had a significant impact on DPMC** over the last few years due to COVID-19, Christchurch Mosque Attacks, North Island Weather Events and other initiatives. The scale and operational focus of hosted activities has taken the focus away from other roles and functions. DPMC needs to establish clear criteria for hosting to enable it to on and off board functions without unduly disrupting business-as-usual activities and funding.
- Since 2018 **NEMA** has increased in size from 60 to 175 FTEs and now comprises 41% of DPMC. As an operational agency NEMA has significantly different capabilities, operating model and culture from other groups in DPMC. NEMA reports to a separate Minister as a departmental agency.
- **Te Ao Māori capabilities are dispersed and under-resourced across DPMC.** An important capability for DPMC is its ability to incorporate Te Ao Māori, the Treaty of Waitangi, Māori Crown relationships and community engagement perspectives into the way it operates. We note that having this capability dispersed across DPMC is unlikely to be the most effective way of developing DPMC's Te Ao Māori capabilities.

- **Team structures may provide savings opportunities.** Parts of DPMC have multiple small teams with low spans of control. While this may be appropriate for some functions, it contributes to a higher cost structure than may be necessary. Once decisions are made around this report, DPMC may want to review team sizes as a means of improving management efficiency and realising cost savings.
- **Staff are engaged and supportive.** Staff were well engaged through Te Hono with a clear desire for better ways of working within and across DPMC. There was a generally positive mood apart from concerns about time-limited funding coming to an end and the impacts this could have on resourcing and delivery. Feedback from some areas suggested that resourcing was low, some staff were feeling pressured, and workloads were high. Staff see a need for more capacity to meet existing deliverables and to meet expectations of DPMC playing a stronger central agency role.

s9(2)(g)(i)

1.4. Next Steps

The proposed next steps are:

1. Discuss and agree the recommendations with ELT.
2. Develop scaled funding options and agree a preferred option for discussion with Treasury and Ministers.
3. Consult with the Prime Minister.
4. Prepare a draft Budget bid (if invited).

2. Background

2.1. Context

The high-level priorities for DPMC are to support the Prime Minister and Cabinet, to ensure effective constitutional government, and to contribute to the creation of a safe and resilient Aotearoa New Zealand. Through these functions DPMC contributes to an ambitious, resilient, well-governed Aotearoa New Zealand.

The Prime Minister's vision for DPMC is a smaller, more sharply-focused agency at the centre of government focused on system stewardship, and Risk and National Security. This involves strengthening DPMC's core and consideration of transitioning of non-core functions (NEMA) elsewhere.

2.2. Objective

The review's primary objective is to understand current spending and develop a picture of the future baseline requirements for DPMC to have adequate resources in the right places, to deliver on its strategy and the Government's priorities.

The review will consider four main questions:

- What is a sustainable baseline for the department's stewardship and advice functions? What are the options/funding paths in relation to these?
- What is a sustainable baseline for the department's Risk and National Security functions? What are the options/funding paths in relation to these?
- What is the most appropriate model of support and governance for hosted entities?
- What is the most appropriate costing model for DPMC? And what impacts are there for Vote Finance?

2.3. Methodology

The review methodology included:

- Document review
- Consultation with CEs, DCEs and senior managers in DPMC
- Consultation with key stakeholders, customers of DPMC and Public Sector CEs
- Input from staff through the "reverse cascade" process
- Financial analysis of existing and proposed roles, functions and resourcing
- Development and assessment of options
- Testing of options and proposals with DCEs
- Discussion of initial findings and recommendations with DPMC CE
- Presentation of draft findings to CE and ELT
- Final Report

2.4. Scope

In Scope

- Groups within the core functions of DPMC – Stewardship and Advice, and Risk and National Security
- Hosting functions
- Corporate Support including CASS services provided to DPMC
- Departmental expenditure and funding.

Out of Scope

- Revisiting DPMC's strategic direction and the core roles of DPMC
- National Security machinery of government decisions
- Detailed analysis related to changing the hosting arrangements of NEMA
- Baseline review of the emergency management or cyclone recovery appropriations
- Assessment or development of options for COVID-19 Royal Commission of Inquiry Team, Cyclone Recovery Unit (CRU) or National Emergency Management Agency (NEMA)
- Non-departmental expenditure and funding.

2.5. Limitations

This review was based on the forecasts, information and advice provided to us by DPMC. Other than the high-level analysis outlined in this paper, we have not attempted to assess the accuracy or robustness of the forecasts, information or advice provided and give no assurances on its accuracy or robustness. No such assurance should be implied from this report.

3. Overview of DPMC

3.1. Strategic Context

3.1.1. Purpose

The purpose of DPMC is to *advance an ambitious, resilient and well-governed Aotearoa New Zealand*¹. It will achieve this through three outcomes:

- The Government is supported to shape and deliver its priorities.
- Aotearoa New Zealand's systems and institutions of executive government are trusted, effective and enhance our nation's interests.
- People living in Aotearoa New Zealand are, and feel, resilient, safe and secure.

DPMC works to support the government of the day by leading, advising, stewarding and delivering activities across the public sector, as well as providing specific advice and support to the Governor-General, Prime Minister, portfolio Ministers and other Ministers as required. As one of the central agencies, DPMC also plays a role in leading and co-ordinating public service agencies.

3.1.2. Role

DPMC currently has three core and enduring roles²:

1. **Supporting informed decision making** – We provide the Prime Minister, Ministers and Cabinet with intelligence, advice, support and brokerage on the business of the day. We also provide strategic advice, taking a whole-of-government view to help the Government shape its agenda and ensure the public service is aligned with and gets traction on the Government's programme. When required, we also are responsible for shaping and progressing emerging high-priority issues.
2. **Supporting well-conducted government** – We support the Governor-General, Prime Minister and Ministers to exercise their constitutional roles. We ensure the smooth, lawful and trustworthy running of executive government through the provision of secretariat services, constitutional advice and support, legislative support and administration of the New Zealand Royal Honours system.
3. **Leading effective, strategically focused National Security and Emergency Management Systems** – We lead and steward the Aotearoa New Zealand national security and intelligence sector in strengthening national resilience, developing situational understanding and improving coordination and collaboration on nationally significant issues. We support the Prime Minister in international engagements and are focused on advancing Aotearoa New Zealand's international interests.

¹ DPMC Strategic Intentions 2023/23 to 2026/27, page 4.

² Op. cit., page 2.

3.1.3. Functions

DPMC operations group into three core functions:

1. **Stewardship and Advice** – as a central agency, DPMC drives the system of Government decision-making through stewardship and delivery of key functions that support the Executive with strategy and second-opinion policy advice, priority setting, decision-making, monitoring, reporting and review. It does this through the Policy Advisory Group, Cabinet Office, Government House, and the Delivery Unit.
2. **Risk and National Security** – DPMC also delivers strategic and operational functions including first-opinion policy advice, system governance, and crisis management within the systems of national security and risk. It does this through the Risk and Systems Governance Group and the National Security Group.
3. **Hosting** – DPMC hosts the National Emergency Management Agency³ (NEMA) and time-limited functions such as the Cyclone Recovery Group (CRG) and support for the Royal Commission COVID-19 Lessons Learned.

These three functions are supported by the Strategy, Governance and Engagement Group (SGE). SGE provides a range of Support Services to the department using both in-house and out-sourced systems and resources. Services provided in-house include Ministerial Services; Communications; Organisational Direction and Development; Legal; and Health, Safety and Security. Outsourced services are provided by the Central Agencies Shared Service (CASS) and include Finance, HR and low-side IT.

3.2. Organisational Design and Resourcing

3.2.1. Business Groups

At 1 July 2024 the Department of the Prime Minister and Cabinet (DPMC) had 10 business units. These are grouped under the core functions plus Support Services as follows:

³ NEMA is a Departmental Agency.

	Expenditure		FTEs
	Forecast 2023/24 \$m	Budget 2024/25 \$m	Budget 2024/25
Stewardship and Advice			
1 Policy Advisory Group	7.4	4.2	21.7
2 Cabinet Office	4.3	4.3	24.4
3 Government House	4.8	4.8	28.8
4 Delivery Unit	1.1	1.5	6.0
	17.6	14.8	80.9
Risk and Security			
5 National Security Group	18.5	15.3	88.1
6 Risk and Systems Governance Group	4.2	8.1	33.8
	22.7	23.4	121.9
Hosting			
7 Royal Commission Covid-19 Lessons Learned	1.2	0.5	0.0
8 Cyclone Recovery Unit	7.6	12.9	15.6
9 National Emergency Management Agency	46.2	43.8	175.3
- Covid-19 Response	0.0	0.0	
- Health Transition Unit	0.0	0.0	
- Child Wellbeing and Poverty Reduction	1.7	0.0	
	56.7	57.2	190.9
Support Services			
10 Strategy Governance and Engagement (and CE)	7.5	6.7	34.6
- Indirect CASS charges	7.2	7.2	
- Central budget adjustments and other		3.9	
	14.7	17.7	34.6
Asset related costs	1.1	1.1	-
Total DPMC	112.9	114.2	428.3

Table 3: DPMC Expenditure and Resourcing Summary

3.3. Financial Overview

3.3.1. Funding

DPMC is funded through Vote Prime Minister and Cabinet. There are four departmental expenditure appropriations as set out below:

	2023/24	2024/25	2025/26	2026/27	2027/28
	\$000s	\$000s	\$000s	\$000s	\$000s
Departmental Output Expenses					
Cyber Security	2,233				
Extreme Weather Events All of Government Response	14,755	13,948			
Total	16,988	13,948	0	0	0
Multi-Category Expenses					
Advice and Support to Government and the Governor-General	57,965	48,954	40,163	35,245	35,195
Advice and Support for Emergency Risk Reduction, Readiness, Response and Recovery	57,776	49,982	54,122	52,562	52,462
Total	115,741	98,936	94,285	87,807	87,657
Total Departmental Output Expenses	132,729	112,884	94,285	87,807	87,657

Source: Supplementary Estimates of Appropriations 2024/25

Table 4: Vote Prime Minister and Cabinet Departmental Expenditure Appropriations

Note that appropriations decrease significantly from 2023/24 which largely reflects the end of time-limited funding for projects and functions hosted by DPMC.

3.3.2. Expenditure

Total departmental expenditure has varied significantly over the past seven years as shown below:

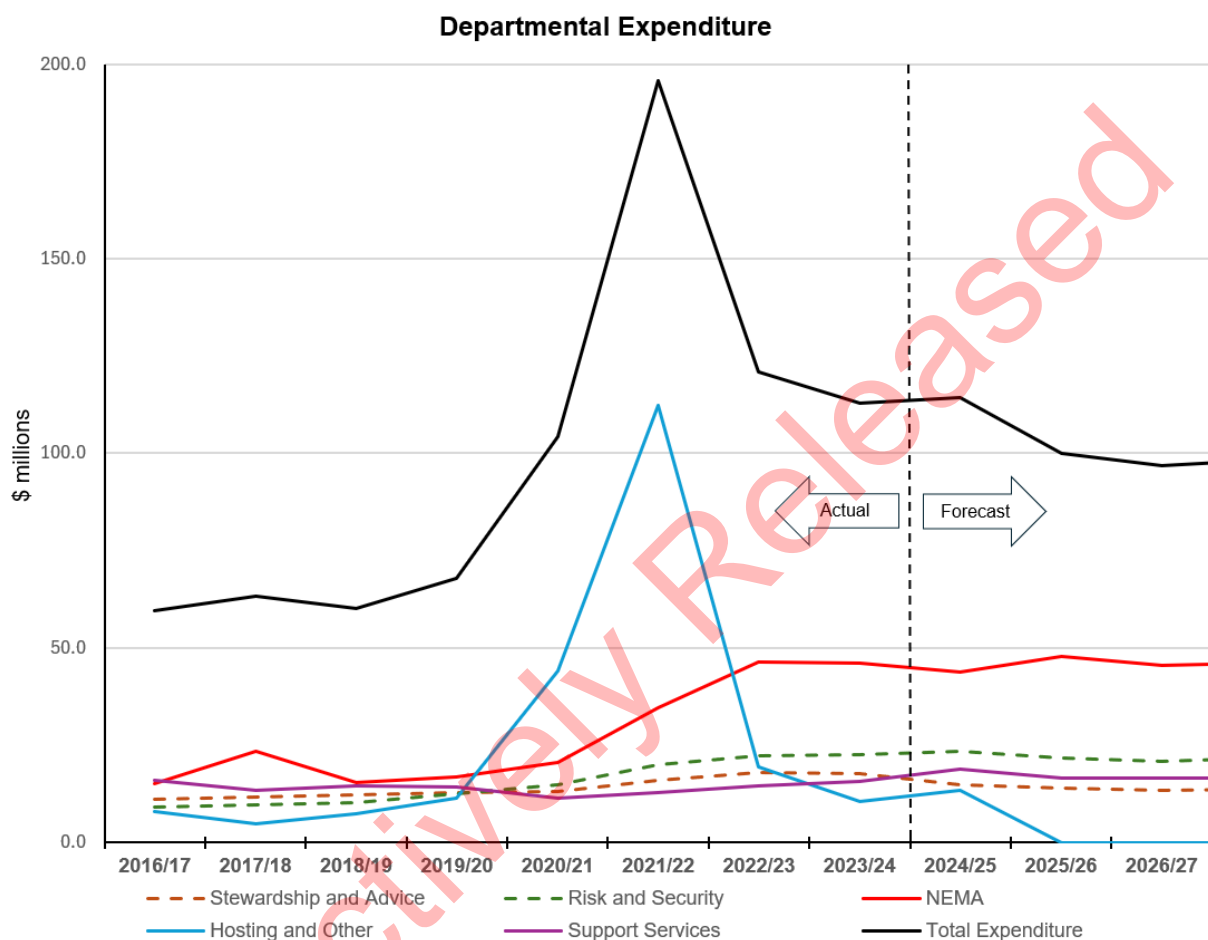


Figure 2: Actual and Forecast Departmental Expenditure

The variations in expenditure are caused by projects and functions coming into and leaving DPMC in response to national crises and to meet the priorities of the Government-of-the-day. Over the past seven years the following one-off projects or functions were managed or hosted by DPMC:

- AoG response to COVID-19
- Child Wellbeing and Poverty Reduction
- Canterbury EQ Recovery
- Cyclone Recovery Unit: Functional Chief Executive Cyclone Recovery
- EQC Inquiry
- Extreme Weather Events AoG response
- Greater Christchurch Group

- Health & Disability System Reform
- Royal Commission of Inquiry into the Terrorist Attacks on the Christchurch Mosques.

The graph shows how time-limited projects and the growth in NEMA have dwarfed DPMC operations and masked flat baselines for core business activities (i.e. Stewardship and Advice, Risk and National Security, and Support Services).

3.3.3. Performance

The performance of DPMC over the last seven years by business unit as rated by customer feedback has been consistently high across the Stewardship and Advice groups, but has varied across the Risk and National Security, and Hosted groups.

3.4. Key Issues Driving this Review

There are four key issues driving this review:

3.4.1. Government Expectations

The Prime Minister has high expectations for DPMC which include:

- More emphasis on prioritisation and delivery
- Moving at pace
- Stronger central agency role
- Early identification of and response to emerging problems
- Effective identification and management of national threats and hazards.

3.4.2. Role of Risk and Security

New Zealand's risk environment (both threats and hazards) has become much more acute in recent years and is likely to become increasingly complex over time. The establishment of RSGG and NSG in 2023 sought to rebalance efforts, and to increase focus on the risk, governance and crisis management functions.

Fixed-term contracts and uncertainty about the future has led to staff losses and difficulties filling vacancies. s6(a)

3.4.3. Impact of Hosting

Hosting has had a significant impact on DPMC over the last few years due to COVID-19, Christchurch Mosque Attacks, North Island Weather Events and other initiatives. Since 2018 NEMA has increased in size from 60 to 175 FTEs and now comprises 41% of DPMC. The scale and mostly operational nature of hosted projects and functions has taken the focus away from other roles.

There is a need to more clearly define the criteria and operating model for hosting to enable DPMC to maintain focus on its core functions.

3.4.4. Insufficient Funding

DPMC has significant forecast funding shortfalls for the next five financial years. These are the result of a complex set of circumstances. These include where time limited funding has been used to fund costs in areas such as Support Services and Risk and National Security and associated corporate functions, and where baselines over many years have not kept pace with inflation.

Proactively Released

4. Stewardship and Advice

4.1. Summary

This section summarises our findings on resourcing and funding of the Stewardship and Advice Group.

4.1.1. Core Roles, Functions and Capabilities

The key role of the Stewardship and Advice group is to support Government decision-making. It achieves this through the services provided by PAG, Delivery Unit, Cabinet Office and Government House. Future changes to functions and capabilities which will impact on resourcing and funding include:

- Strengthening its central agency role is a priority for DPMC
- PAG is required to provide a more proactive delivery role
- Delivery Unit is expected to continue for this term of government despite funding not continuing beyond December 2025
- Property maintenance of Government Houses.

The key risk for this group is the potential disruption to services due to low resourcing levels in PAG and Cabinet Office and the high impact this could have on the timeliness and quality of government decision-making.

4.1.2. Resourcing and Funding Needs

Resourcing and funding across the group is tight largely because baselines have not kept pace with inflation. Over the last eight years from 2016/17 to 2024/25 we estimate that funding in real terms has decreased by \$1.1m due to inflation alone.

4.2. Findings

The key findings for each team in Stewardship and Advice are set out below.

4.2.1. PAG

- **Role clarity.** The role of PAG as the Prime Minister's policy advisor is well established.
- **Importance of Central Agency role.** The Prime Minister has advised that strengthening the central agency role is a priority for DPMC. This requires more connection with Treasury and the Public Service Commission (PSC), a wider sector focus, and development of policy products which support policy advice across the public sector.
- **Agencies value relationships with PAG** while noting a potential exposure to the particularities of individual PAG advisors and the sometimes lack of transparency (and hence trust) from a departmental perspective.
- **Limited resources.** Over the past eight years from 2016/17 to 2024/25 funding for PAG increased by \$0.3m or 8% (well below the rate of inflation) and the number of policy advisors has decreased from 14 to 12 FTEs.

- **Policy Advice must reflect current public and private sector views.** Feedback from stakeholders indicated that it is important that free and frank advice from PAG advisors is fresh and that advisors are able to reflect current public and private sector views. These roles are also viewed as a key part of the pipeline for future senior leaders in the public sector.
- **Policy Project** The Policy Project provides frameworks, tools and empirical evidence to support the development of policy across the public sector. It is in DPMC because the CE DPMC is Head of the Policy Profession, which is a key leadership role. The work of the Project is well-regarded by agencies. A focus for the next period will be to promote awareness and uptake of the frameworks and tools.

4.2.2. Delivery Unit

- **Role is evolving.** The Delivery Unit is new and still defining its role and scope. The Unit's primary focus is to support design and delivery of Government's nine public sector targets - high-level quantified targets (outcomes) for 2030 in areas of long-standing challenge such as school attendance, emergency housing, youth crime and hospital wait times. Each target has an accountable Minister and agency Chief Executive. Progress towards the targets typically requires a combination of policy changes and service delivery improvements. The Unit:
 - supported development of the first set of targets
 - assessed the lead agency's plan for delivery of each of the targets
 - developed data standards and a standardised reporting framework for agencies
 - monitors the progress of agencies against the delivery plan and supports the PM in a cycle of review meetings with the lead Minister and agency which enable an opportunity for early corrective action if delivery is off-track
 - identifies common issues and risks across the targets and actions to address (in partnership with Central Agencies).

The Unit also monitors and reports on progress against Government's Quarterly Plan and develops reports to Cabinet Strategy Committee every 2-3 weeks.

- **Sufficient integration with PAG.** The roles of PAG and the Delivery Unit have material intersections. The PM is the primary customer for both. The Unit operates a structured cycle of monitoring and reporting and also provides advice on progress against targets. PAG advisors have ongoing interaction with agencies which, amongst other things, focuses on progress against targets and other priorities. DU leads the Central Agency Target Teams that also include representatives from PAG, Treasury and PSC. Agencies are of the view that PAG and the Unit are not yet fully integrated in the areas of intersection (primarily in forming views on risk to delivery and possible corrective actions).

4.2.3. Cabinet Office

- **Role clarity.** The role of the Cabinet Office is long-established and well-understood. It is highly regarded and valued.
- **Limited resources to mitigate service delivery risks.** Over the past eight years from 2016/17 to 2024/25 funding for the Cabinet Office increased (in total) by \$0.5m or 13%, which is well below the rate of inflation and FTEs are largely unchanged. We estimate that funding in real terms has decreased by \$0.7m in the Cabinet Office due to inflation alone. The Secretary of Cabinet advised us that Cabinet Office has an approved budget for the year which is \$0.24m below the level needed to cover current costs.
- **Limited investment in systems.** Funding not keeping pace with inflation has also limited investment in key systems:
 - *CabNet was introduced in 2015 and requires modernisation.* CabNet is a critical system which provides a secure repository for Cabinet and Cabinet committee material and is used by the Public Sector to support Cabinet processes. A plan is being developed for its future.
 - *The Honours System needs stewardship attention.* There are a number of projects which could significantly enhance the Honours System by improving the user experience, lifting its profile and generating efficiencies. These projects have not been progressed due to lack of funding.

4.2.4. Government House

- The key issue is insufficient funding for operating and maintaining Government House. We were advised that current funding levels are too low to operate and maintain the Wellington and Auckland properties due to increased costs, particularly insurance, rates and wages. We were advised that long term maintenance has at times been used to fund Government House operating costs.
- There has been no change in FTEs since 2017. An increase in permanent staffing would decrease the need for casual staff and may be more cost effective.
- The Government House Property Team plans its maintenance and capital spend to fit within available funding. Projects are prioritised on the basis of health and safety, security, stewardship and ceremonial considerations. A small contingency is held for unforeseen events, but anything significant requires reprioritisation of planned projects.
- The Government House Property Team have advised that using BRANZ guidelines the current maintenance spend on Government House buildings is \$474k below the recommended median annual spend. Given that Government House Wellington includes a heritage listed building of 4500m² and Government House Auckland includes an historic building of 1200 m², neither of which are “average homes” constructed with standard building materials, the estimated underspend is likely to be understated.

5. Risk and National Security

5.1. Summary

This section summarises our findings on resourcing and funding of the Risk and Systems Governance Group (RSGG) and National Security Group (NSG).

5.1.1. Core Roles, Functions and Capabilities

The key role of the RSGG and NSG are to lead and steward national-level risks. National-level risks are organised into two broad categories:

- **threats** – risks resulting from malicious acts such as terrorism or foreign interference; and
- **hazards** – all other national-level risks including natural disasters, extreme weather events, pandemics and economic crises.

s6(a)

5.1.2. Resourcing and Funding Needs

The single biggest financial issue for DPMC in this review is the significant reduction in outyear baselines for RSGG and NSG due to the end of time-limited funding that started in 2020/21. This is further complicated by a restructuring process in 2023 which implemented an interim NSG/RSGG organisational structure which itself was dependent on future funding decisions to be financially sustainable. Funding shortfalls for those groups have been recognised for some time and successive Prime Ministers indicated that they supported increased funding for the groups. To operate within the reduced appropriations from January 2026 onward, these functions would need to significantly reduce staffing levels.

Additional funding is required in the following areas to deliver existing roles and functions and meet national security expectations:

- **NSG:** ongoing funding to offset the loss of time-limited funding to enable NSG to continue existing operations and meet increases in the threat environment since 2021.
- **RSGG:** ongoing funding to offset the loss of time-limited funding to enable RSGG to continue existing operations, to deliver the National Exercise programme and lessons implementation, and deliver national risk implementation and assurance.

The critical issue for NSG is that its scope has changed in line with increases in the threat environment and it is important that NSG is adequately funded to manage these risks. The critical issue for RSGG is to avoid falling below critical mass, being able to provide effective support to ODESC and ensuring all National Risks can be reviewed within an acceptable timeframe. An enhanced services option would enable the Risk and National Security groups to fully meet all performance and capability expectations.

5.2. Overview of Risk and National Security

RSGG and NSG operate within the emerging National Resilience System. This System is overseen by three governance bodies being ODESC, the National Security Board (NSB) and the National Hazards Board (NHB).

New Zealand's risk environment (both threats and hazards) has become much more acute in recent years and is likely to become increasingly complex over time. The establishment of RSGG separately from NSG in 2023 sought to rebalance efforts and increase focus on risk, governance and crisis management functions.

Feedback during the review focussed on the lack of clarity or acceptance of aspects of RSGG's role in the threats and hazards system and concern around resource levels in both RSGG and NSG. Fixed term contracts and uncertainty about the future have led to staff losses and difficulties filling vacancies. s6(a)

5.3. Findings National Security Group

5.3.1. Overview NSG

NSG leads and stewards the National Security System and performs several roles within the system:

- National Security Strategy
- National Security policy, much of which is operationalised through the Intelligence and Security Act 2017
- National Cyber Policy Office
- s6(a)
- National Assessments Bureau.

NSG shares support services from the Joint Office along with RSGG (discussed below). The Joint Office is hosted within RSGG.

5.3.2. Key Findings NSG

Key findings around the National Security System and NSB include:

- **DPMC's role as leader and steward of the national security system is understood and supported by participating agencies.** The focus on National Security increased following the 2019 Christchurch Mosque shootings, with DPMC allocated time-limited funding to respond to the findings of the Royal Commission. The final elements of the Government's response to the Royal Commission's recommendations were released on 2 August 2024.

- **NSG functions should remain in DPMC.** Feedback from NSG and external parties has not identified any current functions that would be better located outside DPMC. DPMC is the logical lead agency for the system given the Prime Minister's role in the security system and DPMC's whole-of-system orientation. Allocating leadership of specific elements of the system to other agencies wherever practicable would help DPMC maintain its focus at the ecosystem level.
- **Ongoing uncertainty of NSG funding is compromising performance.** Uncertainty of funding continues to undermine NSG's ability to make permanent appointments in critical areas. Continuation of funding at around current levels would enable NSG to plan, prioritise and develop capabilities in a way that has not been possible in recent years; this will be a dynamic process given the ongoing changes in the risk environment.
- **Greater prioritisation is needed.** Feedback from external interviewees identified that the National Security Strategy is a useful public document but represents a 'point in time' and is not driving work programmes in a dynamic operating environment. The twelve National Security priorities are diverse.
- **NAB is valued by core clients s6(a) with more mixed views from others.** NAB synthesises intelligence from all sources and produces a range of reports for Ministers, security system agencies and Five Eyes partners. s9(2)(g)(i).
While NAB assessments were highly valued by core clients ('a little-known treasure'), external interviewees had mixed views on the timeliness, relevance and value-add of assessments particularly s6(a). By design, NAB does not provide policy advice, but works to ensure that its intelligence is relevant to decision-makers.
- **The role of NSB is still being refined.** Interviewees noted that the Board is heading in the right direction and is likely to focus on information-sharing, coordination and priority-setting. Relevance of NSB agenda items is still variable with some low priority work to produce papers for NSB sometimes being required of agencies.
- **The current NSG baseline reflects an increase in scope and the risk environment.** NSG baselines were increased since the 2019 Christchurch Mosque shootings and development of the National Security Strategy. While these funding increases were time-limited, the scope of NSG functions has increased in line with the increased risk environment over this period and reflect in part a response to the Royal Commission recommendations.
- **NSG funding.** Funding of core and time-limited NSG activities has become conflated, making it difficult to clearly identify what the level of core funding of NSG is (or if this is still relevant). This has been compounded by:
 - NSG spending more than its budget over the last few years, with deficits being offset by under-expenditure in other DPMC functions
 - limited strategic and advisory finance support from CASS
- **There is some scope for efficiencies in NSG.** Given the fiscal constraints, there appears to be some scope for efficiencies in NSG.

5.3.3. Funding of NSG

We consider the critical issue is that the scope of NSG has changed in line with increases in the threat environment and that it is important that NSG is adequately funded to manage these risks.

Further work is needed to support any Budget bid (if invited)

Information provided for this review did not identify the resourcing (funding and FTEs) attached to component activities and priorities. This is needed to enable assessment of the relative priority of different activities, the risks and trade-offs associated with different resourcing options, and opportunities for efficiencies. The table of 'must do/should do' priorities will need to be updated to include resourcing implications to support any requests for new funding. This is needed to enable consideration of trade-offs and an assessment of the impact of scaling back specific activities.

Any proposal to support new funding to avoid the cessation of time-limited funding will need to demonstrate why activities are high priority and should continue to be funded. The Classified categorisation of much of NSG's work complicates this task. To do this, DPMC will need to be able to clarify NSG priorities, resources, the extent to which savings and efficiencies can be realised and why time-limited funding should continue. This will need to be at a sufficiently granular level to provide transparency about the component activities and the risks if these activities are ceased or disestablished.

In addition, DPMC will need to confirm and quantify the extent to which savings and efficiencies can be realised within NSG. This is needed in negotiations with Treasury so that DPMC has full visibility of the risks and trade-offs associated with scaling resourcing. We consider there is some scope for efficiencies within NSG in reviewing management structures to increase the span of control and reduce the number of small teams, resourcing in Strategic Coordination areas and prioritisation of NAB resourcing.

Note this work will need to:

- significantly improve the transparency of funding and priorities within NSG by identifying the resourcing (funding and FTEs) attached to component activities and *must do/should do* priorities. More granularity is needed to enable assessment of the relative priorities of different activities, the risks and trade-offs associated with different resourcing options, and opportunities for efficiencies.
- confirm and quantify efficiencies within NSG including: a short, focused review of management structures to increase the span of control and reduce the number of small teams; resourcing in Strategic Coordination areas; and prioritisation of NAB resourcing.

5.4. Findings Risk and System Governance Group

5.4.1. Overview of RSGG

RSGG's role is to provide leadership to DPMC's National Risk and system governance responsibilities. It does this through three core functions⁴:

⁴ NSG Change Final Decisions Document, October 23, para 12.

- National Risk - drives the national risk approach through the National Resilience System⁵. This includes:
 - Monitoring for emerging national-level risks
 - Working with partner agencies to ensure clear accountability for the management of each of the national-level risks
 - Managing an assurance function across the set of risks in the National Resilience System.
- Strategic Crisis Management - provides stewardship and leadership to the country's all-of-government strategic crisis management arrangements (ODESC).
- Governance - provides strategic and administrative governance support to the collectives of Chief Executives that make up the National Security Board, and the National Hazards Board (ODESC governance boards).

RSGG also hosts the Joint Support Office which supports NSG and RSGG.

The role of RSGG is “all hazard all threats” in scope. The cross-system functions of RSGG continue to ensure the CE DPMC, as head of ODESC and chair of all related Boards, retains an effective national cross-system/cross-risk perspective in peacetime and crisis.

The establishment of RSGG in 2023 created an Executive Director to provide greater accountability, agnostic from the national security system (NSG) and the Emergency Management System. This is to ensure DPMC meets its responsibilities and to drive a closer relationship between National Risk, ODESC and governance of the National Resilience System, which takes in a much broader scope across the public service.

5.4.2. National Resilience System

RSGG has prepared a Cabinet paper on behalf of the Prime Minister seeking agreement to a National Risk and Resilience Framework to underpin a more proactive approach to national risk management and resilience building across the National Resilience System. The National Resilience System spans the 4Rs and will be stewarded by DPMC (through RSGG).

The National Resilience System lists key national risks (this is currently under revision). One or more ‘Interim Risk-Coordinating Agencies’ has been identified for each of the national risks. Risk-Coordination is a non-statutory role and is distinct from the Lead Agency role under the Emergency Management Plan.

DPMC will provide assurance on national risk management and work with accountable agencies to identify opportunities to reduce risk and build resilience. s9(2)(f)(iv)

_____.

RSGG will require additional resources to bring a sustained focus and some level of coherence to management of national-level risks and to operationalise the various elements of the National Resilience System.

⁵ Referred to in the NSG Change Final Decisions Document as the National Risk and Resilience Framework (NRRF).

5.4.3. Governance of and accountability for national-level risks

New Zealand is increasingly exposed to the impact of natural hazards, the annual economic cost of which has been estimated in recent years to be of the order of 4% of GDP. The consequences of potential events such as rupture of the Alpine Fault or Hikurangi subduction zone, an Auckland earthquake, another COVID-19 scale pandemic, or a repeat of the recent extreme North Island weather events dwarf the potential impacts of some other risks.

should say volcanic eruption not earthquake

Organising the management of national-level hazards is a very different challenge from organising management of national-level threats and of protecting national security.

The approach to managing national security is organised around a National Security Strategy. NSG undertakes strategy and policy functions on behalf of the collective and drives the National Security Strategy across the system. The system is underpinned by intelligence and the Intelligence and Security Act 2017.

There is no equivalent in relation to managing the diverse set of national-level hazards. Strategy and policy considerations are more meaningful for subsets of hazards such as environmental and natural disasters or economic crises.

Effective management of national-level hazards will likely require some level of pan-hazard oversight by a governance group and identification of an agency accountable for managing each risk across the 4Rs, drawing on cross-cutting policy (e.g. RMA) and operational capabilities (e.g. the Emergency Management System) as appropriate.

The National Hazards Board has met infrequently in recent years and is revisiting its purpose. Active governance or oversight of hazard risks may be more effective for groupings of interdependent hazards rather than at the pan-hazard level.

ODESC and Strategic Crisis Management

s9(2)(g)(i)

ODESC's role in strategic crisis management is long-established and mostly understood (apart from some debate about the criteria for convening ODESC and Watch Groups) across the system. DPMC is the appropriate host because of proximity to the Prime Minister and convening power across the system.

5.4.4. Key Findings RSGG

Key findings for RSGG include:

- **A National Resilience System assurance process for each national-level risk (across the 4Rs) will require additional resource in RSGG.** The quality of management of national-level risks is only really tested when a hazard or threat eventuates. The National Resilience System introduces an independent assurance process to help ensure that

Responsible Agencies are discharging their accountabilities and that risks are being managed to the extent practicable. For an assurance function to be credible with Responsible Agencies and add value would require independence from other accountabilities and sufficient external subject matter expertise⁶. **RSGG** has insufficient capacity in the National Risk Directorate to meet its responsibilities in the operation of the National Resilience System and review all national risks. **RSGG has noted the absence of a strategic hazards policy function.** As discussed above, the strategy and policy is more relevant for sub-sets of related hazards rather than at a pan-hazard level.

- **Governance support for NSB and NHB.** The governance group within RSGG provides support to NSB and NHB. The support includes administrative (e.g. meeting logistics) and content-related (e.g. agenda setting, commissioning papers, recording and monitoring agreed actions). The latter requires some subject-matter expertise on security-related issues within RSGG which is potentially inefficient s9(2)(g)(i) but helps ensure that support for NSB is agency-agnostic. Administrative support for all DPMC governance groups could be centralised.
- **Time-limited funding.** As noted in section 3.4.4, RSGG has a funding shortfall of up to \$1.4m over the next five years. The current configuration of RSGG has been designed on the assumption that funding continues at or around current levels. The reduction in funding if time-limited funding ends would mean that RSGG would need to significantly reduce staffing levels.
- **Optimal resourcing** for RSGG will be influenced by future decisions on implementation of the National Resilience System, evolution of the NHB, s9(2)(f)(iv), decisions on governance support for the various boards and on how to allocate resources between the Joint Support Office and a better-resourced SGE (discussed below).
- **Joint Support Office.** The limited funding of SGE appears to have led to RSGG and NSG developing some Support Services within the Joint Support Office that might (for some services) be more efficiently located in a better-funded SGE.
- **ODESC under-resourced.** At its current level of resourcing SCMU is unable to deliver the National Exercise Programme in the way expected by Ministers and the DPMC CE and provide a lessons management capability.

⁶ For highly specialised or technical areas such as financial stability, solar storms, biosecurity

6. Hosting

6.1. Summary

This section summarises our findings for DPMC's Hosting role.

6.1.1. Core Roles, Functions and Capabilities

Hosting has had a significant impact on DPMC over the last few years in response to events - COVID-19, North Island Weather Events - and other initiatives. The scale and nature of hosted projects and functions⁷ has taken the focus away from other roles. While hosting projects and functions is a system good with resourcing and management implication for any host agency, the opportunity cost of DPMC will often be higher than for other agencies due to its limited resources and delivery capability.

There is a need to more clearly define the operating model for hosting which enables DPMC to focus on its core role and not be swamped by hosted activities. Our view is that DPMC's role in hosting projects or functions should be to provide leadership, design, governance and co-ordination, with delivery being provided by the appropriate operational agency. This would better align with DPMC's central agency role and be consistent with the National Risk and Resilience Framework.

6.1.2. Resourcing and Funding Needs

As part of our proposed criteria for Hosting and the Hosting operating model, we recommend that any hosted project or function be fully funded at inception, including the full marginal cost of the increased demand for Support Services. If these criteria are adopted there will be no additional resourcing or funding requirements for future Hosting other than for the project or function.

6.2. Findings

The key findings are set out below:

- **Demand for hosting is variable and unpredictable.** Projects and functions are hosted in DPMC for two reasons:
 - a. an initiative is important to the PM or Government and there is no natural home; or
 - b. a response is required to a national event or crisis.
- s9(2)(g)(i) [REDACTED]
[REDACTED]
[REDACTED]. It is therefore not possible to forecast or accurately plan or budget for hosting activities from year to year.

While we agree with these points, we question whether DPMC needs to provide the operational or delivery response to crises and for key initiatives. DPMC's role could be focussed on providing leadership, design, governance and co-ordination, with the delivery

⁷ Since 2018 NEMA has increased in size from 60 to 175 FTEs and now comprises 41% of DPMC.

response being provided by the appropriate operational agency. We also note that operational functions do not align with DPMC's core role and purpose.

- **Criteria for DPMC hosting projects or functions is not defined.** There are no agreed criteria to guide decisions on when an initiative is hosted in DPMC or in another agency. An initiative is hosted by DPMC for the reasons outlined above and continues with DPMC until the crisis is over, the response is complete, or the outcome has been achieved. There are no guidelines for when DPMC involvement should cease.

6.3. Delivery Options

6.3.1. Options to manage the Hosting role

The key issues with DPMC hosting projects and functions are that it diverts resources and focus from DPMC's core roles, particularly when the hosted function is large and enduring; and that DPMC does not have operational capabilities at scale (apart from through NEMA). There are two general ways in which hosting can be managed:

(a) Leadership and Delivery is Hosted by DPMC

This model has been used in recent years to respond to crises such as Covid-19 and Cyclone events, and to address key government projects such as Child Wellbeing and Poverty Reduction. A team is established when needed using resources from across DPMC and other agencies. Contractors may be added to the team depending on the duration and scale of the response.

Advantages:

- Response times faster if functions are centralised.
- Closeness to Prime Minister of both leadership and delivery emphasises importance of the issue or event.

Disadvantages:

- Can divert resources and focus from DPMC's core role and function, particularly if the team grows over time.
- Funding for operational response may need to be sourced at short notice and creates pressure on Support Services.
- Operational response requirements may be significant which is challenging for a primarily policy agency.
- s9(2)(g)(i) .

(b) Leadership in DPMC; Delivery provided by appropriate operational agency

DPMC focuses on leadership, design, governance and co-ordination, with delivery being provided by an appropriate operational agency. A small team may still need to be established in DPMC depending on the size of the project or function, but would aim to be staffed using internal resources. It would be important to develop clear criteria around where the operational unit should be hosted and how any functions should transition out of DPMC.

Advantages:

- Reduces the potential to divert resources and focus from DPMC's core role and function.
- Reduces the potential for DPMC to end up with long-term hosting of a response team.
- May reduce the need to source funding at short notice because larger delivery agencies are more likely to be able to fund the response team through internal reprioritisation.

Disadvantages:

- DPMC could have less control and oversight of delivery.
- DPMC would need to establish and manage robust monitoring and governance processes.
- Issue or event may be perceived to be less important if hosted outside DPMC.

Preferred Option

The preferred option is (b): *Leadership in DPMC; Delivery provided by an appropriate operational agency* because it achieves the primary objective of reducing the potential to divert resources and focus from DPMC's core role and function. A further development might be for DPMC to identify and agree default agencies which would have the operational capabilities and capacity needed to manage specific types of project or function.

6.3.2. Proposed Criteria for Hosting and the Hosting Operating Model

If the preferred option is chosen, it is important that the criteria for hosting and the hosting operating model are agreed and clearly set out. This section sets out proposed criteria for DPMC to host projects and functions, and the proposed hosting operating model. The criteria and operating model will need to be discussed and agreed with ELT, other central agencies and relevant delivery agencies.

Context

Projects or functions are generally hosted in DPMC for two reasons: (a) an initiative is important to the PM or Government and there is no natural home; or (b) a response is required to a national event or crisis. The criteria outlined in this paper are intended to support Prime Ministers and the Chief Executive when considering whether to host projects or functions in DPMC.

Principles

- DPMC's role in a national event or crisis is to focus on leadership, design, governance and co-ordination of an appropriate response.
- Operational responses to significant events, issues or crises are best hosted (or located) in the appropriate lead department or agency. DPMC should not host response functions because:
 - DPMC is not a delivery agency

- Operational response functions can divert focus from DPMC's core roles and accountabilities.
- DPMC should host response functions for only as long as DPMC leadership, design and co-ordination input is needed. Response functions should be fully transferred to an appropriate operational agency as soon as practicable.

Criteria for Hosting

- Project or function requires the Prime Minister's authority, focus or visibility.
- Project or function is a critical national or international event or issue that only the Prime Minister and DPMC can deliver.
- DPMC's role and capabilities are critical in ensuring an effective response.
- No other government agency is able to undertake the response.
- Hosted projects or functions are transferred to an operational agency as soon as DPMC leadership, design and co-ordination input is completed. This would usually be as soon as the immediate event or crisis has passed, or a team has been established and the function can transfer to business-as-usual.

Hosting Operating Model

- DPMC manages the hosting of projects and functions through a virtual team which draws resources from across DPMC (primarily PAG and RSGG). Additional resources could be added to the team if needed.
- The team's scope includes sizing the issues, designing a response, and providing leadership, governance and support to other agencies to deliver the response.
- Support costs for hosted functions:
 - any new function to be funded to cover the full marginal cost impact of the increased demand for Support Services
 - DPMC to ensure that this funding is not diverted and that resourcing of support for the duration of the additional function is on the basis that the funding will cease when the function ceases or transfers.

6.3.3. Capability to Host Projects and Functions

When DPMC is required to host a new project or function it typically needs to establish a team to lead, design, govern and co-ordinate the response. The team can be set up in two ways:

(a) Virtual Team

A response team is established when needed using resources from across DPMC and other agencies. Contractors may be added to the team depending on the duration and scale of the response.

Advantages:

- Low cost because staff are only used when needed.
- Increased incentives to work across DPMC and the public sector on solutions.

Disadvantages:

- Response times may be slower than other options because staff need to be diverted from existing work and get up to speed with systems and processes.
- Disruption to business-as-usual activities when virtual team is activated.
- Funding may need to be sourced at short notice.
- Operational response requirements may be significant and the team may grow, taking DPMC's focus away from core role and priorities.
- Timing and wind-down of response team can be problematic.

(b) Establish a Permanent Team

Expand PAG or RSGG to include a team devoted to managing the hosting of projects or functions. The team's scope could include sizing the issues, designing a response, and providing leadership, governance and support to other agencies to deliver the response. Resourcing may need to be increased by say 5-10 FTEs. Additional resources could be added to the team if needed by seconding people from other agencies and/or using contractors.

Advantages:

- Reduces response times because the team provides immediate response capacity and capability.
- Processes and operating model are established in advance leading to more effective response.
- Less disruption to business-as-usual activities.
- Less need for funding may at short notice.

Disadvantages:

- High cost because the team may be under-utilised when there are no immediate events.
- Reduces incentives to work across DPMC and the public sector on solutions.

7. Support Services

7.1. Summary

This section summarises our findings on resourcing and funding of the Support Services Group.

7.1.1. Core Roles, Functions and Capabilities

The role of the Support Services Group is to provide corporate services that support DPMC, NEMA, and the CRU to successfully deliver their outcomes. The Strategy, Governance and Engagement Group (SGE) provides services through 5 teams: Legal Services, Ministerial Services, Māori capability, Strategic Communications, and Organisational Direction and Development. SGE also works with the Central Agency Shared Service (CASS) to provide seamless ICT, Finance and HR services.

7.1.2. Resourcing and Funding Needs

SGE is significantly underfunded to deliver its Support Services role. The group has insufficient advisory/strategic capability which is causing a degree of dissatisfaction among its customers and staff in SGE. The SGE 2024/25 budget (including direct and indirect CASS costs) is \$18.4m or 16% of total DPMC expenditure. This is low when compared to the more typical 18% to 20% for Support Services costs across the public sector.

In addition, SGE is facing a funding shortfall which reflects a long-running practice of relying on time-limited projects or functions to fund support costs. This has worked in the past provided new projects or functions are initiated as old ones finish, but the funding stream is about to end. SGE's share of funding from the Royal Commission of Inquiry into the Terrorist Attacks on the Christchurch Mosques ended in June 2024 and funding from the Cyclone Recovery Unit will end when the projects stop in June 2025.

- Additional funding is required in the following areas to deliver existing roles and functions and to meet current service delivery expectations:
- Additional funding to fill the funding gap in SGE left after the expiry of time-limited funding in other business groups.
- Additional funding to increase strategic and advisory capacity.

7.2. Findings

The key findings for SGE are set out below:

- **Provision of Support Services.** In general business groups were satisfied with the provision of transactional services but identified gaps in advisory services and strategic advice in Finance and HR. Most business groups were happy with core ICT services, although some groups were frustrated that ICT services were limited to what they regarded as basics. We note that some of the dissatisfaction may result from limited understanding of the support model and the services which are purchased from CASS.

- An internal audit review of DPMC's financial management was undertaken by EY in May 2024. The review found that *"the current CASS financial support model no longer effectively meets DPMC's needs"*⁸. The report made 17 recommendations which included three which are relevant to the organisational design and staffing of DPMC Support Services:
 - *Investigate and consider alternative models for financial management support. Options for models which DPMC may consider include: Hybrid Shared Services; In-House Service Model; and Outsourced Shared Services.*
 - *It is critical that DPMC considers the capacity constraint risks posed by the current model.*
 - *Investigate opportunities to address the gaps within existing roles and responsibilities.*
- **Support Services in business groups.** Some Support Services roles are sitting in business groups. s9(2)(g)(i)
 [REDACTED]
- **Limited funding to meet customer expectations.** As noted above, there is a gap in Finance and HR strategic/advisory services because CASS is contracted to provide limited services in these areas and SGE does not have the funding to fill the gaps.

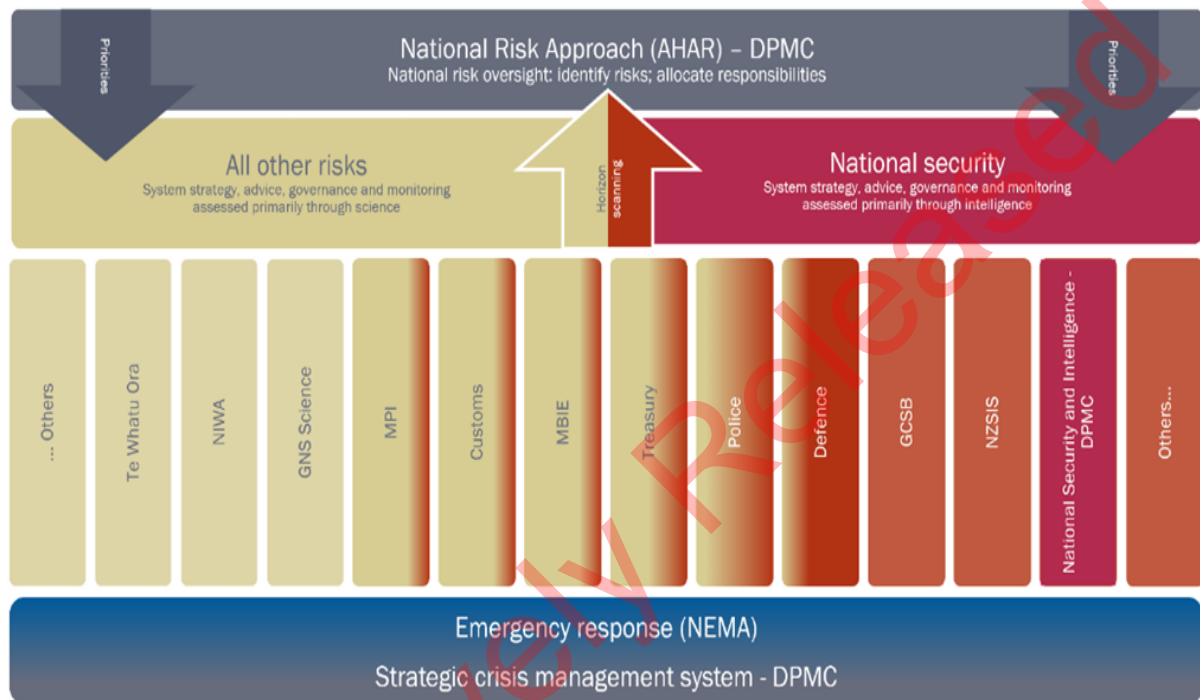
7.3. Delivery Options

The delivery of Support Services can be configured on a spectrum from fully in-house to fully outsourced. Currently DPMC has a mixed model providing some services directly through SGE (in-house), purchasing others from CASS (outsourced), and some provided by business groups (e.g. the Joint Office). There are pros and cons for the different models (in-house, mixed, outsourced) related to control over the services provided including ability to prioritise, and cost. DPMC will need to consider the best option for the future.

⁸ Financial Management Internal Audit of DPMC, EY, draft report 27 May 2024, page 4.

Appendix 1

The National Risk System depicts the organisations in the system which are governed by the national risk approach. This diagram is the foundational concept for how DPMC and other agencies function to manage national risks in peacetime and in crisis. The national risk approach has since developed into the National Resilience System to specify the action that will be taken across government to drive a more strategic and proactive approach across government to addressing National Risks and is described below.





**DEPARTMENT OF THE
PRIME MINISTER AND CABINET**
TE TARI O TE PIRIMIA ME TE KOMITI MATUA

Change Proposal

May 2025

Message from the Chief Executive

The Department of the Prime Minister and Cabinet (DPMC) occupies a unique space within the heart of government supporting the Prime Minister, Cabinet, and the Governor General to lead and govern New Zealand. The Department also has an important role to build a stronger, more secure nation through our national risk, resilience and national security activity.

Each of us come to work to play a vital part in promoting our stated purpose, which is to advance an ambitious, resilient and well-governed New Zealand. As public servants, every day we strive to make the lives of New Zealanders better.

The New Zealand of today is contending with a range of complex challenges including a more contested geopolitical outlook and economic uncertainty. Like most parts of government, DPMC is operating in fiscally restrained times and is under firm direction to ensure we are utilising all our resources efficiently and effectively to deliver value and results for New Zealanders.

The Government has signalled departments are not receiving additional funding in the 22 May Budget, beyond a small number of exceptions. There is less to go around, and a prudent approach has had to be taken around balancing investment where it is needed the most – which invariably means there will be trade-offs. The government expects us to shift resource to reflect its priorities – but we are also mindful of continuing to support functions and workstreams consistent with our longer run stewardship responsibilities.

Our adjusted operating budget comes at a time of reorganisation. The SageBush Review published in November stated the current operating model, as it stands, is not sustainable. We need to do things differently and making changes to our organisation structure is just one part of the solution. Today we have an opportunity to streamline how we work and be a much more purposeful and impactful DPMC. To do this, we must have a stronger focus on our core role – and ensuring DPMC only does what only DPMC can do, recognising we are in a period of fiscal restraint.

This Change Proposal sets out options to re-organise DPMC's structure. I am confident in the need for change, and I believe that good organisational change is far more effective when it takes account of the experience and perspectives of those who are closest to the organisation's work. Your input will help us to deliver the most optimal change as we build the DPMC of the future. I want to hear from as many of you as possible, so please take the time to read through this Change Proposal and provide your feedback.

My commitment to you as we go through this change is to ensure it is a transparent process, and that all of you have the opportunity to share your views, which will be heard, and heard in confidence.

I know that change can be unsettling and worrying. If you feel you need support, please reach out. I encourage you to talk to colleagues, to your People Leader or to HR to discuss any concerns you have. Please remember to take care of yourself and each other and to use the services available to you, including Vitae www.vitae.co.nz/counselling-form

My goal to create a much sharper, streamlined and more impactful DPMC which is responsive to the priorities of the government of the day, while also delivering on our stewardship responsibilities. I look forward to working with you all to build a DPMC that can achieve what we need to deliver today while also ensuring we are fit for the future.

Ngā mihi nui,

Ben King

Table of Contents

Change Proposal	1
Message from the Chief Executive	2
Table of Contents	3
Purpose	7
Proposal – at a glance	8
Consultation process – providing feedback	11
History and Background	13
Case for change	14
Proposed Organisation Structures	15
Office of the Chief Executive	16
What are the problems we are trying to solve?	16
Option One: Finance Focus	17
Advantages:	18
Disadvantages:	18
Option Two: National Security Focus	18
Advantages:	18
Disadvantages:	18
Proposed structure – OCE	19
Proposed impacts – Office of the Chief Executive	21
<i>Table 1: Proposed new roles in OCE</i>	21
<i>Table 2: Proposed reconfirmed roles in OCE</i>	21
National Security Group and Risk and Systems Governance Group	22
What are the problems we are trying to solve?	22
Option 1: Centralisation	24
Option 2: Decentralisation	24
Proposed changes in both Option 1 and Option 2	25
Option 1 Centralisation	25
Advantages	25
Disadvantages	25
Option 2 Decentralisation	26
Advantages	26
Disadvantages	26
Other advantages and disadvantages	27
Proposed structure – NSG/RSGG	28
Proposed impacts – National Security Group and Risk and Systems Governance	36
<i>Table 3: Proposed new roles</i>	36

<i>Table 4: Proposed Disestablished Positions – Risk and Systems Governance Group</i>	37
<i>Table 5: Proposed Reconfirmed Positions – roles in RSGG Joint Office</i>	38
<i>Table 6: Proposed Reconfirmed Positions – roles in RSGG Strategic Crisis Management Unit</i>	38
<i>Table 7: Proposed Disestablished Positions – National Security Group</i>	39
<i>Table 8: Proposed Reconfirmed Positions – roles in National Risk Directorate</i>	40
<i>Table 9: Proposed Reconfirmed Positions – roles in National Security Policy</i>	40
<i>Table 10: Proposed Reconfirmed Positions – roles in National Security Policy Directorate</i>	40
<i>Table 11: Proposed Reconfirmed Positions – roles in National Security Policy Directorate (Time Bound Projects)</i>	41
<i>Table 12: Proposed Reconfirmed Positions – roles in National Assessment Bureau</i>	41
Strategy Governance and Engagement	43
What Problems Are We Trying to Solve?	43
Proposed Changes	45
Option 1 – CPO-led:	50
Advantages	50
Disadvantages:	50
Option 2 – CFO-led:	51
Advantages	51
Disadvantages:	51
Option 3: Functional Structure	51
Advantages	51
Disadvantages	52
Proposed structure – Corporate	53
Proposed impacts - Strategy, Governance and Engagement	56
<i>Table 13: Proposed new roles – CFO/CPO structure</i>	56
<i>Table 14: Proposed Disestablished Positions</i>	57
<i>Table 15: Proposed Reconfirmed Positions – roles in Strategy, Governance and Engagement</i>	57
<i>Table 16: Proposed Reconfirmed Positions – roles in Legal</i>	57
<i>Table 17: Proposed Reconfirmed Positions – roles in Organisation, Direction and Development</i>	58
<i>Table 18: Proposed Reconfirmed Positions – roles in Ministerial Services</i>	58
<i>Table 19: Proposed Reconfirmed Positions – roles in Strategic Communications</i>	58
<i>Table 20: Proposed new roles – Functional Structure</i>	59
<i>Table 21: Proposed Disestablished Positions</i>	59
<i>Table 22: Proposed Reconfirmed Positions – roles in Strategy, Governance and Engagement</i>	60
<i>Table 23: Proposed Reconfirmed Positions – roles in Legal</i>	60
<i>Table 24: Proposed Reconfirmed Positions – roles in Organisation, Direction and</i>	

<i>Development</i>	60
<i>Table 25: Proposed Reconfirmed Positions – roles in Ministerial Services</i>	61
<i>Table 26: Proposed Reconfirmed Positions – roles in Strategic Communications</i>	61
Cabinet Office	62
Proposed structure – Cabinet Office	63
Government House	64
What Problems Are We Trying to Solve?	64
Proposed Changes	64
Advantages and disadvantages	66
Advantages.....	66
Disadvantages	66
Proposed structure – Government House	67
Proposed impacts – Government House.....	68
<i>Table 27: Proposed new roles</i>	68
<i>Table 28: Proposed Disestablished Positions</i>	68
<i>Table 29: Proposed Reconfirmed Positions – roles in Government House</i>	69
<i>Table 30: Proposed Reconfirmed Positions – roles in Food and Beverage</i>	69
<i>Table 31: Proposed Reconfirmed Positions – roles in Facilities Management</i>	69
<i>Table 32: Proposed Reconfirmed Positions – roles in Events and Engagement</i>	69
Policy Advisory Group and Delivery Unit.....	71
What Problems Are We Trying to Solve?	71
Proposed Changes	73
Advantages and disadvantages	74
Advantages.....	74
Disadvantages	74
Proposed structure – Advisory	76
Proposed impacts – Advisory.....	77
<i>Table 33: Proposed new roles</i>	77
<i>Table 34: Proposed Disestablished Positions</i>	77
<i>Table 35: Proposed Reconfirmed Positions – roles in Policy Advisory Group</i>	77
<i>Table 36: Proposed Reconfirmed Positions – roles in Policy Project</i>	78
<i>Table 37: Proposed Reconfirmed Positions – roles in Delivery Unit (Fixed Term roles)</i>	78
Change Management and Implementation.....	80
Transformation Programme	84
Organisational Structure is one aspect of transformation	84
Design Principles	85
Criteria to assess the options	86
Next steps.....	87
Step	87

Date	87
Support available	92
Appendix 1: Current Structures	93
Appendix 2: Selection Criteria	101
Appendix 3: FAQs about the process	104

Proactively Released

Purpose

This document outlines:

- A proposed structure for the Department of the Prime Minister and Cabinet (DPMC) designed to ensure that the Department can fulfil its key functions.
- The rationale and background for the proposed changes to the structure of some of the teams at DPMC.
- Information on new or changed roles.
- How staff can give feedback on the proposed structure.
- Our proposed process for managing change.
- The next steps.

This document is intended to provide all key parties, individuals, and groups with the necessary information to understand the proposed changes, the rationale for change and possible implications. It seeks your feedback to inform the proposed changes before any final decisions are made.

We seek your feedback on:

- The proposed structure and how it would work.
- The proposed new positions.
- The impact of the proposed structure on roles.
- The proposed structure's impact on the Department's ability to achieve its strategic goals.

You may choose to provide feedback on all or some of those questions and you should feel free to comment on any aspect of the document.

Proposal – at a glance

A high-level indication of the proposed changes is contained in the table, below, with expanded detail contained in each Group's relevant section in this document.

Group	Proposed high-level changes
Office of the Chief Executive (OCE)	<p>It is proposed the following roles are added to the OCE, in addition to the existing staff, to further strengthen and align it with DPMC's strategic priorities:</p> <ul style="list-style-type: none"> • Chief Advisor, Strategic Communications • Transformation Manager • Kaihautū (part-time) <p>Beyond this, two further options are proposed:</p> <ul style="list-style-type: none"> • The addition of a Chief Financial Officer (CFO) role within the OCE and supported by three staff. • The elevation of national security positions (e.g., Director NAB and Director National Security) to report directly to the CE. <p>Office of the Chief Executive section</p>
National Security Group (NSG) and Risk and Systems Governance Group (RSGG)	<p>It is proposed to:</p> <ul style="list-style-type: none"> • Establish a National Risk and Resilience Policy function • Merge a number of Policy teams into two teams, A Cyber and Technology Security (CATS) team and a companion Policy team consisting of three clusters under a single Manager Strategy, Policy and Coordination (SPC). • Merge the Strategic Coordination functions under that Manager (SPC). • Reshape the workforce to have fewer Principal Advisors and more Senior Advisors. <p>Beyond this, two designs are proposed:</p> <ul style="list-style-type: none"> • A centralised function where National Security, Risk and Resilience are grouped under one DCE. • A decentralised option where the Security Groups (National Assessment Group and Security Policy and

	<p>Coordination Group) report directly to the Chief Executive (although it is noted that these are not ELT positions) and a National Risk and Resilience Group is established reporting to a DCE.</p> <p>National Security Group and Risk Systems and Governance Group section</p>
Strategy, Governance and Engagement (SGE)	<p>Regardless of model it is proposed:</p> <ul style="list-style-type: none">• Insource a number of human resources and finance roles from Central Agency Shared Service (CASS) their reporting line depends on the final design option.• Re-organise and combine various roles and functions into a more centralised, joined-up Corporate group.• Establish a centralised Governance function that will service a range of boards chaired by the Chief Executive (including NSG and NHB, DPMC Board, Risk and Audit Committee but not ODESC).• Merge some teams. <p>Beyond this, three designs are proposed:</p> <ul style="list-style-type: none">• The DCE Corporate is also the Chief Financial Officer.• The DCE Corporate is also the Chief People Officer.• A functional design model <p>Strategy, Governance and Engagement section</p>
Cabinet Office	<p>No significant changes are proposed for Cabinet Office.</p> <p>Cabinet Office section</p>
Government House	<p>It is proposed to:</p> <ul style="list-style-type: none">• Move resources to the Governor-General's primary residence, Government House Wellington, reducing the footprint of Government House Auckland.• Introduction of a Chief Operating Officer to support and drive a continued high level of operational performance at Government House and assist with the day to day running of the Houses.• Realignment of the operating functions of the Houses,

	<p>moving the Housekeeping Team to report to Team Leader Food and Beverage.</p> <ul style="list-style-type: none">• Government House section
Policy Advisory Group (PAG) and Delivery Unit	<p>It is proposed:</p> <ul style="list-style-type: none">• The Delivery Unit is formally integrated into PAG.• The number of PAG Advisors is increased to reflect increased demand for Central Agencies and early intervention.• Cluster Coordinators are established.• A new role of Director PAG Workforce is established.• The Delivery Unit is established as a permanent team of six.• All the Business Support Administrators are grouped under a single team. <p>Policy Advisory Group (PAG) and Delivery Unit section</p>

Consultation process – providing feedback

We are seeking staff feedback on the proposals in this document by **5.00pm, Wednesday 4 June 2025**.

We encourage all staff to provide feedback on the changes proposed in this document, the process, and any other information you feel may help us in our final decisions.

We seek your feedback on:

- The proposed structure and how it would work.
- The proposed new positions.
- The impact of the proposed structure on roles.
- The proposed structure's impact on DPMC's ability to achieve its strategic goals.
- The change and implementation process.

We have included some criteria to assess the options on page here. You do not have to be constrained by this but may find them helpful.

Your feedback will be treated in confidence, and anonymised quotes may be used in final decision material. It is not compulsory to provide feedback, and you can provide as much or as little as you would like.

We have created a range of options for people to provide feedback. You can:

- Email feedback to [s9\(2\)\(k\)@dpmc.govt.nz](mailto:s9(2)(k)@dpmc.govt.nz)
- Provide written feedback via the [MSforms link here](#). This can be from you as an individual, as a team or with other colleagues, or you may choose to submit as all three.
- Participate in the workshops where the feedback will be collated and incorporated into the decision document.
- Face-to-face with a member of the project team.
- If you wish to provide your feedback anonymously, you can send a hard copy in an internal envelop to Alan Cassidy, DPMC, Level 8. You should indicate if you are happy for the Chief Executive to view the feedback.
- Feedback will be considered by the Transformation team and an anonymised summary will be provided to help the Chief Executive and ELT to make informed choices in the final Decision Document.
- The Chief Executive will have the opportunity to review all of the feedback in its original form unless you specify otherwise.

If you have any questions about this proposal, please discuss these with your manager in the first instance.

You may also like to review the set of frequently asked questions and answers in **Appendix 2**. If you have any further questions, you may email these to [s9\(2\)\(k\)@dpmc.govt.nz](mailto:s9(2)(k)@dpmc.govt.nz).

Throughout the consultation period answers to questions that are frequently asked or that we think would be of interest to everyone will be shared with staff.

The PSA have been notified of the structural change proposal and are available to provide advice and assistance to the members. Your PSA Organiser is [s9\(2\)\(a\)@psa.org.nz](mailto:s9(2)(a)@psa.org.nz).

How the document is set out

In this document we outline our proposed organisation design(s) for consultation and feedback. We have described the proposed structure impacts by business group, as most areas are affected by proposed organisational change. And each section outlines:

- The problems we are trying to solve by suggesting an alternative structure or structures.
- How we would see the structure working.

The advantages and disadvantages of the proposal(s).

You are encouraged to submit on all or any of the above, including the options we have discounted. We value all feedback as it will help us refine the optimum structure, and we encourage everyone to submit their views.

In some cases, we have outlined alternative options for you to consider. There are always multiple ways to organise work and develop an organisational structure. Some options we considered and discounted and for others we present them for your feedback.

All the options (where we have presented more than one) are viable and financially sustainable options. No option is a perfect state, and every design option has its advantages and disadvantages. Options may favour one organisational design principle over another or strengthen one part of the business over another.

Organisation choices are always a case of informed trade-offs. That's why we want to hear from you, as experts about your respective areas, about your perspective on the impact of these proposed changes.

History and Background

Established on 1 January 1990, the Department of the Prime Minister and Cabinet is a relatively young public service agency. It was formed following a review that recommended establishing structures to provide two separate streams of advice to the Prime Minister:

These streams were:

- a new government department (DPMC) to supply impartial, high-quality advice and support to the Prime Minister and Cabinet; and
- a separate Prime Minister's Private Office, to provide personal support, media services, and political advice.

Today, DPMC is made up of several business units, all working to support the Government with the best advice to achieve its priorities, the stewardship of our constitutional arrangements, and to ensure New Zealanders are safe, secure and resilient.

Over the years, DPMC has picked up additional functions depending on the priorities of the Government-of-the-day including:

- The Ministry of Civil Defence & Emergency Management (MCDEM) joined DPMC in April 2014. The National Emergency Management Agency (NEMA) was established as a departmental agency in December 2019, replacing MCDEM.
- The Canterbury Earthquake Recovery Authority (CERA) became a departmental agency within DPMC in February 2015. As it wound down, a new business unit - the Greater Christchurch Group (GCG) - was formed to focus on the ongoing regeneration of Christchurch. GCG was disestablished on 29 January 2021.
- The Child Wellbeing and Poverty Reduction Group became a business unit of DPMC in February 2018. It was transferred to MSD in 2024.
- On 1 July 2020 the COVID-19 Group was established as a business unit of DPMC. The Group's functions were transferred to health agencies in 2023.
- The Health and Disability Review Transition Unit was established as a business unit in September 2020. The Unit was disestablished in September 2022 as its work was completed.
- The Cyclone Recovery Unit was established in established in March 2023, to lead, coordinate and monitor the severe weather recovery across government. It is scheduled to be wound down by June 2025.

Over the past year, we've been progressing the transition of remaining functions that are outside of DPMC's core role. For example, the Christchurch Call work was moved to a philanthropic foundation; the All-of-Government Response Unit for Phase One of the COVID-19 Royal Commission of Inquiry closed on 1 February 2025; and the Cyclone Recovery Unit will wind down by the end of June 2025. Last month, Cabinet agreed to transfer our role hosting the National Emergency Management Agency (NEMA) to the Department of Internal Affairs (DIA). This allows DPMC to refocus on its core purpose.

Case for change

The case for change is strong – DPMC needs to reorganise itself to remain a fit-for-purpose agency that prioritises how it works, focuses on doing the things only DPMC can do, and is financially sustainable.

DPMC of the Future is about sharpening our focus, updating how we work, and realigning our resources to deliver maximum impact where it matters most.

Like most parts of government, DPMC is operating in fiscally restrained times and is under firm direction to ensure we are utilising all our resources efficiently and effectively to deliver value and results for New Zealanders.

In 2024, the Department commissioned an independent Strategic Baseline Review. The purpose of which was to:

- Ensure the Department's shape and size is fit-for-purpose to effectively support the Government-of-the-day.
- Obtain a clearer understanding of the Departments current costs and spending.
- Obtain a good understanding of the functions, capability and resourcing DPMC needs for the future.

The Review confirmed DPMC faces a range of demands and delivers critically important outcomes for New Zealanders.

In the face of these demands, the Review found DPMC was not financially sustainable long-term, due in part to historical underfunding.

The additional functions DPMC has taken on in the past have supported the ongoing funding of the Department, but this lack of certainty, and the distortions that cross-subsidisation have imposed on the department's budget have enabled this unsustainable model.

Given these factors, we need a sharper, streamlined and more impactful Department that allows us to focus on our core role and functions.

This transformation is about creating a new starting point for DPMC for continuous evolution and improvement, ensuring we can deliver effectively and be fit and ready for the future.

Proposed Organisation Structures

In the following sections we outline our proposed organisation design(s) for consultation and feedback. We have described the proposed structure impacts by business group.

Proactively Released

Office of the Chief Executive

The Office of the Chief Executive (OCE) should provide effective and comprehensive support to enable the Chief Executive (CE) to fulfil their complex legislative, strategic, and operational responsibilities.

However, as it is currently structured, the OCE is not adequately positioned to deliver on this mandate. Gaps in both capability and capacity have become increasingly evident as ministerial and organisational demands continue to rise.

What are the problems we are trying to solve?

The OCE should have the capacity and capability to work across DPMC, and alongside the Executive Leadership Team, to support the Chief Executive to lead DPMC and carry out a unique array of functions and responsibilities:

- To fulfil key legislative responsibilities under the Public Service Act 2020, Public Finance Act 1989, and Intelligence and Security Act 2017,
- as New Zealand's National Security Advisor,
- as a system leader, governing national crises and national risk,
- as steward of our system of executive government, and
- as a policy quality leader for the system.

To meet these expectations, the OCE needs to enable the CE to coordinate effectively within DPMC, across the public sector, and with external stakeholders. The office should provide three core functions:

1. **Strategic integration:** A complete view of organisational functions, connections across key areas, the ability to identify and mitigate organisational risks, and communicate the CE's expectations.
2. **Risk management and problem solving:** Anticipating challenges and developing ways to address them.
3. **Transacting the CE's day-to-day business:** Enabling efficient management of routine business, freeing the CE to focus on strategic priorities.

In its current form OCE carries some significant gaps

OCE is currently comprised of an Executive Assistant and Chief Advisor. While the Private Secretary works to the Chief Advisor nominally, their main duties are tethered to the requirements of the Prime Minister's office. While the role supports the Chief Advisor on an ad hoc basis, it does not have the capacity to fully support the day to day needs of the Chief Advisor.

Additional advisor level support would relieve administrative burden on the Chief Advisor role better enabling them to manage risk and work across the business to provide strategically focused advice. A second role has therefore been established to support the Chief Advisor.

But this is still not sufficient to meet DPMC's needs. In addition to the existing staff, we propose the following baseline features of the OCE:

- Chief Advisor, Strategic Communications
- Transformation Manager
- A part-time Kaihautū

A strategic communications role would support the CE to carry out their unique breadth of responsibilities.

Drawing on deep public sector experience, this role would build and sustain DPMC's agency leadership, influence, and connections across the public sector, and with key external stakeholders, both domestic and international, where this is appropriate. The role would proactively shape the information environment to support and contribute to specific policy outcomes, across all elements of the Department's work, but with a deliberate focus on National Risk and Resilience, National Security, and policy and delivery

A Kaihautū to provide cultural and strategic advice to the Chief Executive and senior leadership team and assist in sourcing the range of specialist providers we require.

Although our level of maturity is evolving, the demands and expectations on developing Māori capability have increased exponentially. We have made significant progress through the expertise and dedication of our existing resources. However, we now require a larger range of capability sets, sometimes requiring them simultaneously, and this has outstripped our internal capacity and capability to deliver. To meet our needs would require multiple resources from different disciplines. Unlike larger organisations which have dedicated teams that bring together a range of skills and experiences the organisation needs, and have the volume to fully utilise those resources, small organisations like DPMC cannot match this model.

We require a more nuanced approach to building a Māori capability. Our demands are not spread evenly over the course of the year and sometimes we require more resources than we can dedicate to it. Sometimes we also require expertise that is only found in deep specialist providers.

Our solution to resolving this challenge is to take a multi-resourcing approach and split strategy development and implementation from the provision of cultural advice. In addition to employing a part-time Kaihautū we therefore propose:

- That the Culture and Capability function play a larger role in the building Māori capability, working with the Kaihautū.
- Using existing resources in DPMC that have deep expertise such as the expertise of our PAG advisors in Treaty matters.
- Continuing to contract in specialists in areas such as training design and delivery.
- Partnering with other organisations that may have more capacity or that are in similar positions to DPMC to have a shared approach to resourcing.

The Kaihautū role is proposed to be located in the Office of the Chief Executive to reflect its importance to the Chief Executive and the work of the organisation more broadly.

A Transformation Manager role in the OCE would support the CE with ensuring the change process now underway is properly driven and embedded, over the coming 12-18 months.

Options for structuring the OCE

Beyond the proposed baseline roles, we considered two specific structural options to further strengthen the OCE and align it with DPMC's strategic priorities.

Option One: Finance Focus

This option includes the addition of a **Chief Financial Officer (CFO)** role within the OCE, reporting directly to the CE and supported by three staff.

Advantages:

- Provides the CE with immediate, direct access to strategic financial advice in light of continued fiscal constraints, enhancing their ability to anticipate and manage financial risks.
- Underscores the critical importance of financial sustainability and prudence to the organisation, ministers, and the wider public sector.
- Ensures the CFO is visible in key discussions and decisions, enabling stronger integration of financial considerations into organisational strategy.
- Allows for independent reporting of sensitive financial matters directly to the CE.

Disadvantages:

- Adds an additional direct report to the CE, increasing their operational burden.
- May create perceptions of prioritising financial matters over other critical organisational functions, such as legal or people and culture.
- Risks disconnecting finance functions from the organisation's corporate structure.

Option Two: National Security Focus

This option elevates key **national security positions** (e.g., Director NAB and Director National Security) to report directly to the CE. It is noted that these are not members of ELT.

Advantages:

- Reinforces the CE's role as **National Security Advisor** by strengthening oversight of critical national security functions.
- Recognises the maturity of the national security side of the business and provides space for the Deputy Chief Executive (DCE) National Risk and Resilience to focus on maturing this area.

Disadvantages:

- Increases the number of direct reports to the CE, reducing their capacity to engage with other strategic areas.
- May inadvertently elevate **national security** over other critical areas, such as resilience and risk management, which are growing priorities.
- Risks creating tension between risk and national security
- Could pose a barrier to maintaining an integrated system view
- Creates the Chief Executive as the point of integration across policy, assessment and risk which would significantly increase the workload.

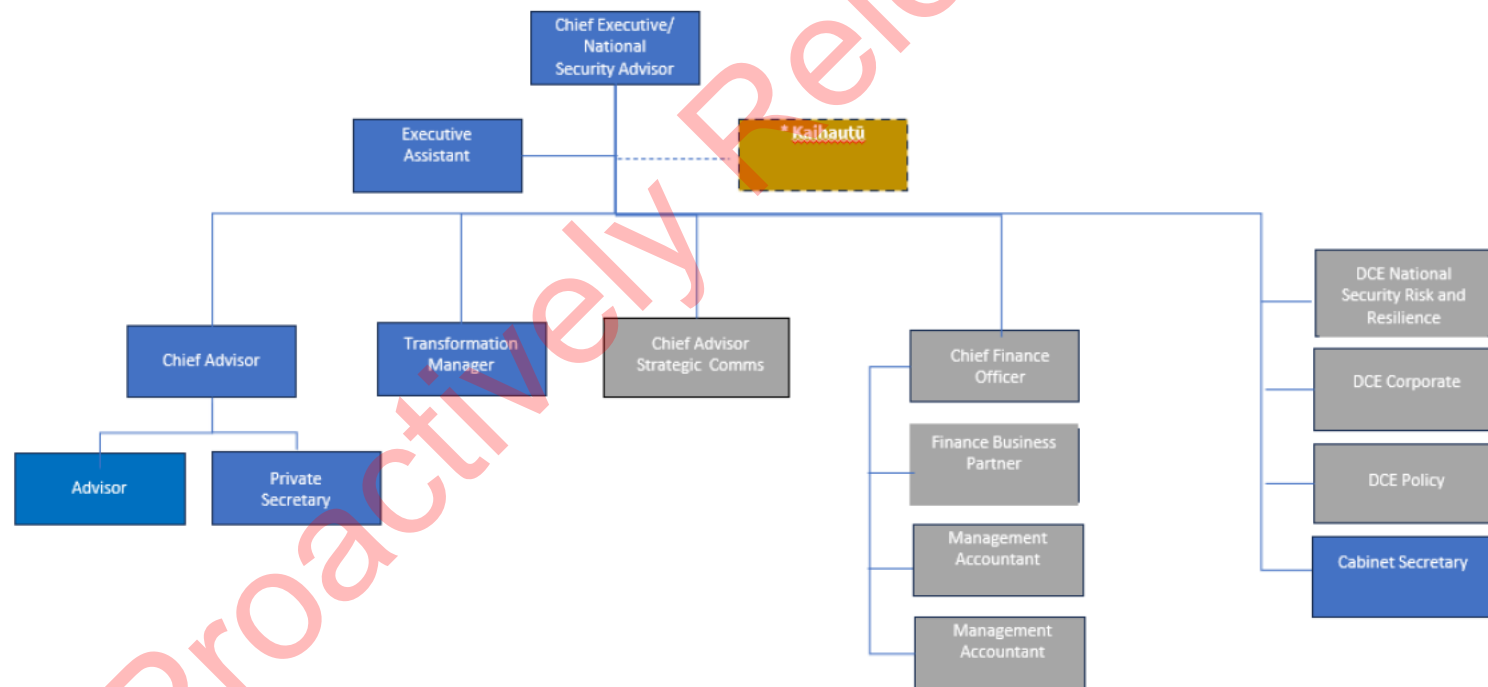
These options are not mutually exclusive. OCE could have both the finance focus and the National security focus - however the advantages and disadvantages would change.

Proposed structure – OCE

Figure 1: Proposed structure OCE Option 1 - Finance Focus

EXISTING ROLE	NEW ROLE
---------------	----------

Office of the Chief Executive – Option 1 (Finance Focus)

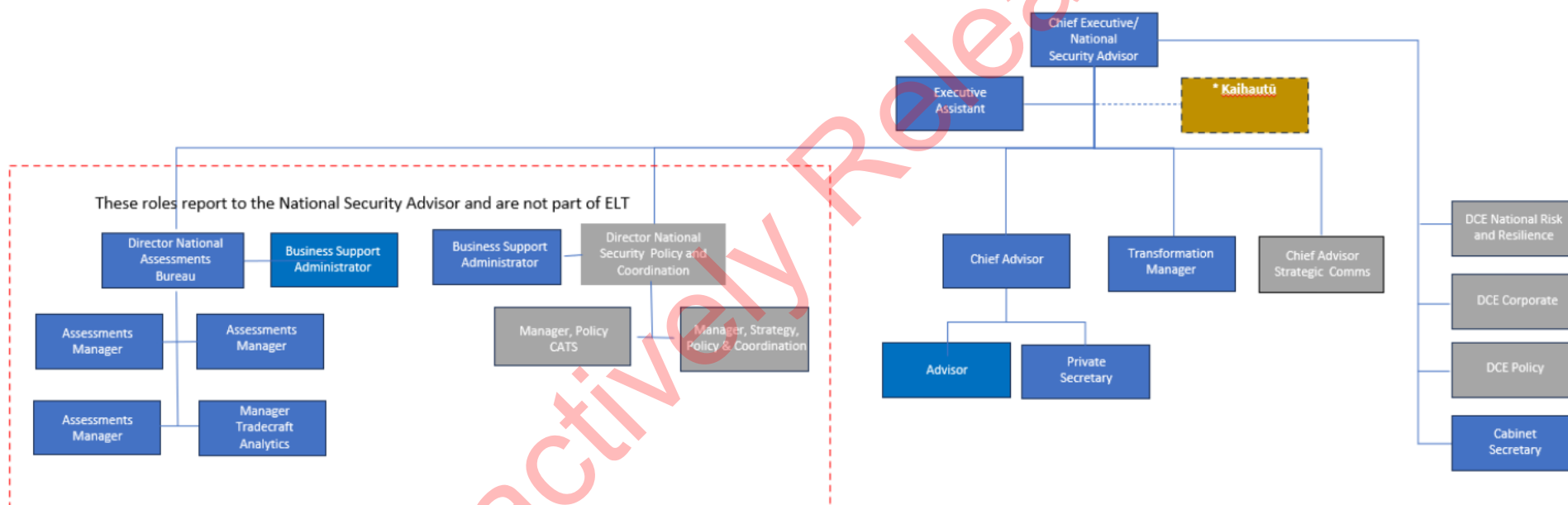


* This role is part time role and does not form part of the official establishment

Figure 2: Proposed structure OCE Option 2 - National Security Focus



Office of the Chief Executive – Option 2 (National Security Focus)



* This role is part time role and does not form part of the official establishment

Proposed impacts – Office of the Chief Executive

In accordance with the DPMC Change Management Policy, set out in the tables below are the:

- proposed new roles
- roles proposed to be disestablished, and
- proposed reconfirmed roles (this refers to the position; if you are a permanent employee you are reconfirmed in your position).
- Those employed on a fixed-term basis will have their employment end on the date specified in their individual agreement unless advised otherwise.

All of these changes are also reflected in the proposed future organisational charts.

The tables below set out the impacts for staff.

Table 1: Proposed new roles in OCE

Position Title	Reports to
Chief Finance Officer (Finance focus model)	Chief Executive
Finance Business Partner	Chief Finance Officer or DCE, Corporate CFO
Management Accountant x2	Chief Finance Officer or DCE, Corporate CFO
Kaihautū	Chief Executive
Chief Advisor, Strategic Communications	Chief Executive

Table 2: Proposed reconfirmed roles in OCE

Position Title	Reports to
Executive Assistant to Chief Executive	No change
Transformation Manager	No change

National Security Group and Risk and Systems Governance Group

The National Security Group (NSG) and the Risk and Systems Governance Group (RSGG) play an important role in ensuring New Zealanders are safe, secure and resilient.

Until recently, both the national security and risk functions were housed together in the NSG. In December 2023, the NSG split into two business units: the National Security Group and the Risk and Systems Governance Group. The RSGG was established to provide greater accountability and focus on DPMC's National Risk, Resilience and Crisis management responsibilities.

We are conscious that this change process occurs relatively soon after the December 2023 change.

For NSG and RSGG, we are proposing two options for consultation – a centralised structure and a type of decentralised model where the national security functions report directly to the Chief Executive in his role as National Security Advisor. We're also proposing several changes across both options for you to provide feedback on.

What are the problems we are trying to solve?

There are four problems we are trying to solve through these proposed structures.

1. Capability and capacity around national risk and resilience while maintaining capability and capacity in national security.
2. Current structure causing inefficiencies and duplication of effort.
3. Prioritisation and best model for delivery.
4. Top-heavy organisational structure and inconsistencies with roles across the Department.

Limited capability and capacity around national risk and resilience

DPMC leads across government to ensure there is effective and proactive management of nationally significant risks and crises, and that effort is focused on building and strengthening New Zealand's long-term prosperity and resilience. The RSGG is currently responsible for this function, aims to ensure risks are well-managed and providing stewardship of the national resilience system addressing areas where the Department has been found wanting. The role involves driving change and improvements across government.

In addition to an increasingly complex national security environment, the increasing frequency of natural and other hazard events is putting greater focus on our approach to national risk and resilience, which looks holistically across all the significant potential crises that could severely impact New Zealand. One of the key drivers of the 2023 NSG change process was to ensure dedicated resourcing and leadership focussed on national risk and resilience by establishing RSGG. The Group has progressed significant work, including the Cabinet and Ministerial ownership of the National Risk and Resilience Framework and a

more proactive crisis management system with a strengthened focus on strategic readiness, s9(2)(g)(i)

The national security and national risk functions are also important s6(a), s9(2)(g)(i)

Current structures causing inefficiencies and duplication of effort

We need a model that allows for teams to be agile and flexible depending on the issue of the day. We know that working in silos is ineffective and inefficient. Better integration between the national security and national risk functions will strengthen both areas.

The national risk and national security functions are intrinsically linked. National security threats make up many of the 33 national risks that RSGG coordinate and monitor from a system level. While the roles are different, they are complementary and sometimes require close collaboration across the two groups. We need a structure that allows for the different functions to work well together.

Across the two groups, we also have some corporate functions embedded within them –. One of the core DPMC organisation design principles is to centralise corporate functions wherever it makes sense to do so. The Joint Office provides both groups with a range of important corporate services, including graphic design, programme management and security. We also have a governance function which provides logistical support and thought leadership for the ODESC governance boards – the National Security Board (NSB) and the National Hazards Board (NSH). We consider that these are functions which would also benefit the wider Department if they were located more centrally.

Prioritisation and best model for delivery

We know we are operating in a fiscally constrained environment with finite resourcing. This means we have to prioritise the key things we need to do and make trade-offs where necessary.

The national risk and national security functions cover a broad range of issues. s6(a), s9(2)(g)(i) so we need to consider how DPMC delivers its functions in a sustainable way.

s6(a)

While this allows for a strong focus on these particular areas, it also limits our ability to cover other national security issues and does not give much flexibility if another national security threat or national risk requires more strategic coordination across the system.

Top-heavy organisational structure and inconsistencies with roles across the Department

NSG and the RSGG are comparatively top-heavy in terms of seniority of people. This is not

s6(a)

to support the work and provide opportunities to coach and be coached.

We also have some inconsistencies with role tiers with the rest of the Department. We want to ensure they are consistent across the board.

Our proposed options are summarised as:

Option 1: Centralisation

- NSG and RSGG are disestablished and form one group that incorporates both the national security, and national risk and strategic crisis management functions. This new business unit will be called **National Security, Risk and Resilience Group** and will be headed by a DCE National Security, Risk and Resilience. The DCE will be supported by a Principal Advisor.
- Three directors will report to the DCE National Security, Risk and Resilience. They are Director National Assessment Bureau, Director Security Policy and Coordination, and Director National Risk and Resilience.
- The Strategic Crisis Management team will sit under the National Risk and Resilience function and be led by a new role titled Manager Strategic Crisis Management. This role will report to the Director, National Risk and Resilience.

Option 2: Decentralisation

- The national security and national risk and crisis management functions remain separate.
- RSGG will be disestablished and a new business unit will be established titled the **National Risk and Resilience Group**. It will be led by a DCE National Risk and Resilience.
- Two directors will report to the DCE National Risk and Resilience. They are Director National Risk and Resilience and Director Strategic Crisis Management.
- NSG will be disestablished and the national security function will be led by the DPMC Chief Executive as the **Prime Minister's National Security Advisor**.
- Two directors will report to the DPMC Chief Executive. They are Director National Assessment Bureau and Director National Security Policy and Coordination. These positions are not intended to be ELT members.
- While the CE remains the Prime Minister's day-to-day National Security Advisor, the Director National Security Policy and Coordination is a key national security leadership role – and is responsible for our relationships with international national security partners.

Proposed changes in both Option 1 and Option 2

- The Joint Office and the Governance team will be disestablished and their functions will be embedded either within the national security or national risk functions and/or in the Department's corporate services (formally Strategy, Governance and Engagement Group).
- A new role will be established titled Manager, Strategy, Policy and Coordination. This role will report to the Director National Security Policy and Coordination and have three teams sitting under it. They are **Strategy Cluster**, **Coordination and Assurance Cluster** and **Security and Intelligence Policy Cluster**. Each team will have a team leader.
- The separate Strategic Coordinator roles will be disestablished. s6(a)
The Strategic Coordination function will instead be incorporated into the Coordination and Assurance team.
- A new team will be established within the National Risk and Resilience function called National Resilience Policy. It will be led by a Manager National Resilience Policy who reports to the Director National Risk and Resilience.
- In both groups, there are a small number of changes in seniority to balance out the teams and ensure consistency with the rest of the Department. For example: Chief Advisor roles will be disestablished and replaced with Principal Advisor roles. A number of Principal roles will be disestablished to allow the reshaping of the teams in order to provide greater balance in the teams and support career progression.
- There will be a number of roles disestablished in larger teams, including the National Assessments Bureau.

Option 1 Centralisation

Advantages

- In most cases, a centralised structure is usually more affordable – but the costings for both centralised and decentralised options are relatively similar. We did initially have an option with two DCE's, but this was discounted as we got more certainty about our future budget.
- A centralised structure for both the national security and national risk functions may help the teams work together better on cross-cutting issues.
- We currently have some blurring of accountabilities between the two business units. A centralised structure may resolve that issue with one DCE responsible for both functions.

Disadvantages

- In the past we've had a centralised model for both the national security and national

risk function, which has not worked optimally. National security policy issues have been prioritised over broader national risk and national hazard issues. Some issues/risks tend to be prioritised over others based on the priorities of the day or the latest crisis.

- In the centralised model, we have a Manager Strategic Crisis Management in comparison to a Director in the decentralised model. The ODESC system needs collaboration across the system at a senior level. The Director National Risk and Resilience will need to be involved, creating capacity issues. ODESC activations become the priority and shift the effort towards the crisis, which, historically, has impacted and come at a cost to the proactive long-term strategic work.
- Leadership and experience. The ODESC system requires strong leadership in times of peace to ensure strategic readiness and effective crises response. Moving from a tier 3 role to a tier 4 role may impact the ability to build strategic readiness and also may be seen as deprioritising crisis response.

Option 2 Decentralisation

Advantages

- National security issues will be led at the highest level of the Department.
- A separate DCE National Risk and Resilience and CE National Security Advisor are responsible and accountable for their respective areas. Both the National Security and National Risk and Resilience functions are prioritised.
- Having a decentralised model also ensures a need to clarify accountability and responsibility across the two functions – which is an important issue we still need to work through but will ultimately serve us better in the future.
- In the decentralised model, we have a Director Strategic Crisis Management instead of a manager. Given the work that is required for this role, particularly in regard to the ODESC system, it would be advantageous for this role to be at Director level.

Disadvantages

- The National Security functions report directly to the DPMC Chief Executive as the Prime Minister's National Security Advisor. The DPMC CE has a number of other responsibilities within the Department and the wider Public Service and as such, will have limited bandwidth to manage and direct this function.
- The National Security function doesn't have specific "operational" representation on ELT, although the CE's role as National Security Advisor is noted. Expectations will have to be managed with the tier 3 managers within the National Security function to ensure balance and alignment with other tier three managers within the National Risk and Resilience function.

Other advantages and disadvantages

- A new National Resilience Policy team fills a current gap that we don't have at DPMC or across the system.
- Centralising the governance function allows that resource to be more widely utilised across the Department. We currently do not have a centralised governance function. The governance would look after the logistics while the national security and national risk and resilience functions would provide thought leadership.
- Centralising some of the Joint Office functions would allow for other parts of the Department to utilise those much-needed resources. Some of those functions are already centralised, such as protective security. That does mean however that they'll likely be less resource to go round if shared with the rest of the Department – which puts additional burden back on the individual business units. Also, embedding that corporate resource within the individual business units means they have a good understanding of the work – an advantage that could be lost if the resource is centralised.
- s6(a)
[Redacted]
[Redacted]
[Redacted]
[Redacted]
[Redacted]
- The proposed changes to the strategic coordination function will allow for more flexibility to cover a range of national security issues. s6(a)
[Redacted]
[Redacted]
- The changes in role seniority will help rebalance the teams and support career progression within the Department. However, these changes may result in a loss of leadership talent and expertise in the short-term.
- The disestablishment of roles generally across the two groups will have an impact on our work in the future. We will need to sharpen our focus in some areas and leverage other agencies where we can.

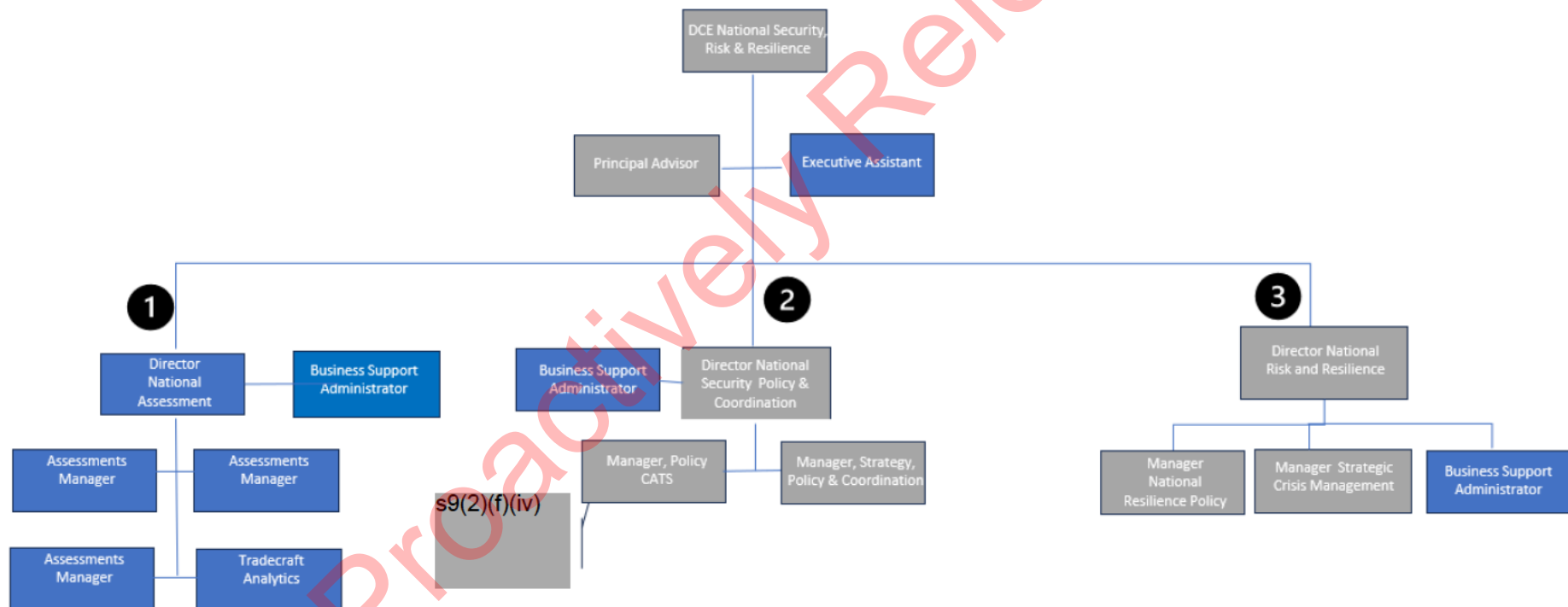
Proposed structure – NSG/RSGG

Figure 3: Proposed Structure - National Security, Risk and Resilience function - Option 1 Centralised

EXISTING ROLE

NEW ROLE

A National Security, Risk and Resilience function (Option 1- Centralised)



EXISTING ROLE

NEW ROLE

Figure 4: Proposed Structure – National Assessment Bureau, different reporting line

National Assessment Bureau – No change regardless of reporting line

s6(a)



EXISTING ROLE

NEW ROLE

Figure 5: Proposed Structure – National Security Policy and Coordination function, different reporting line

National Security Policy and Coordination – (different reporting line option)

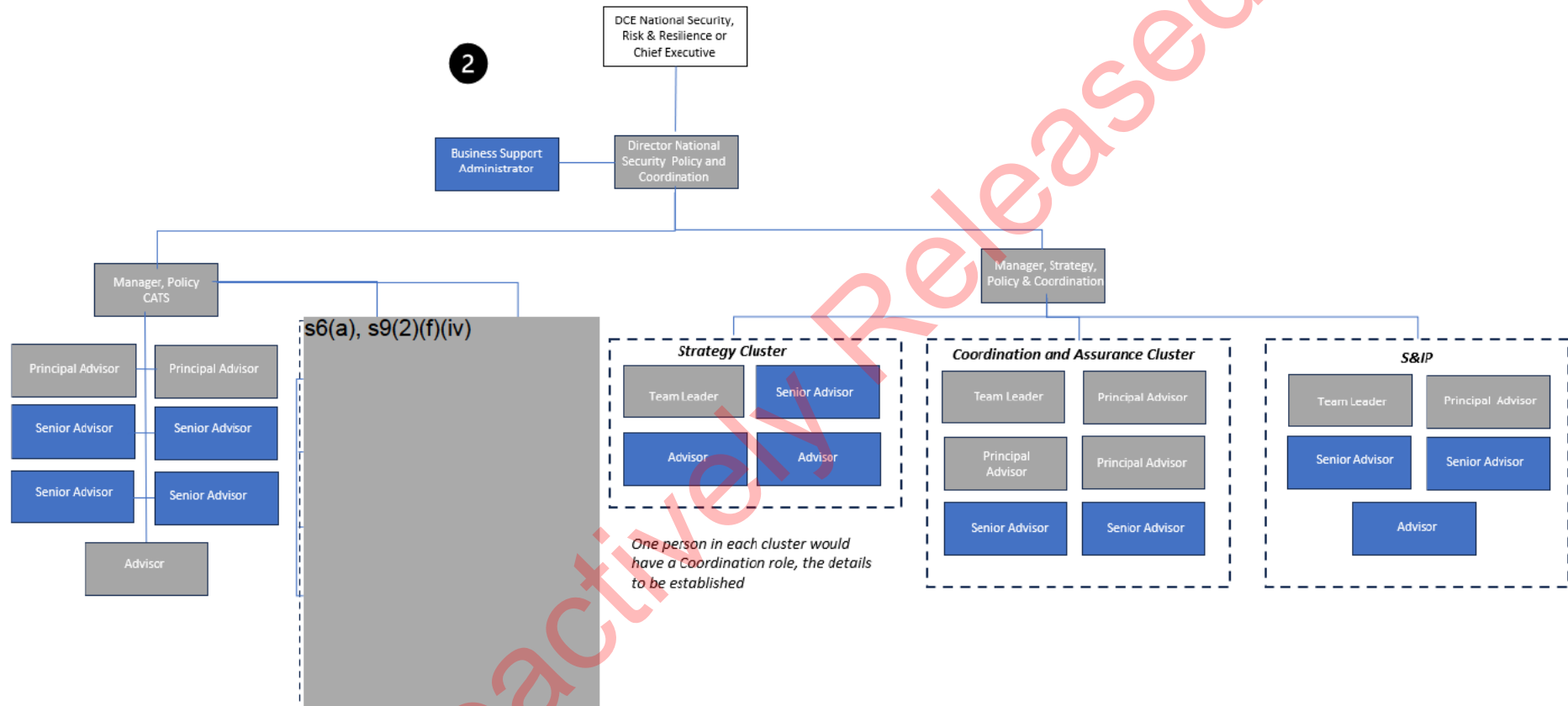


Figure 6: Proposed Structure – Option 1 Centralised – National Risk and Resilience function



A National Security, Risk and Resilience function (Option 1 - Centralised)

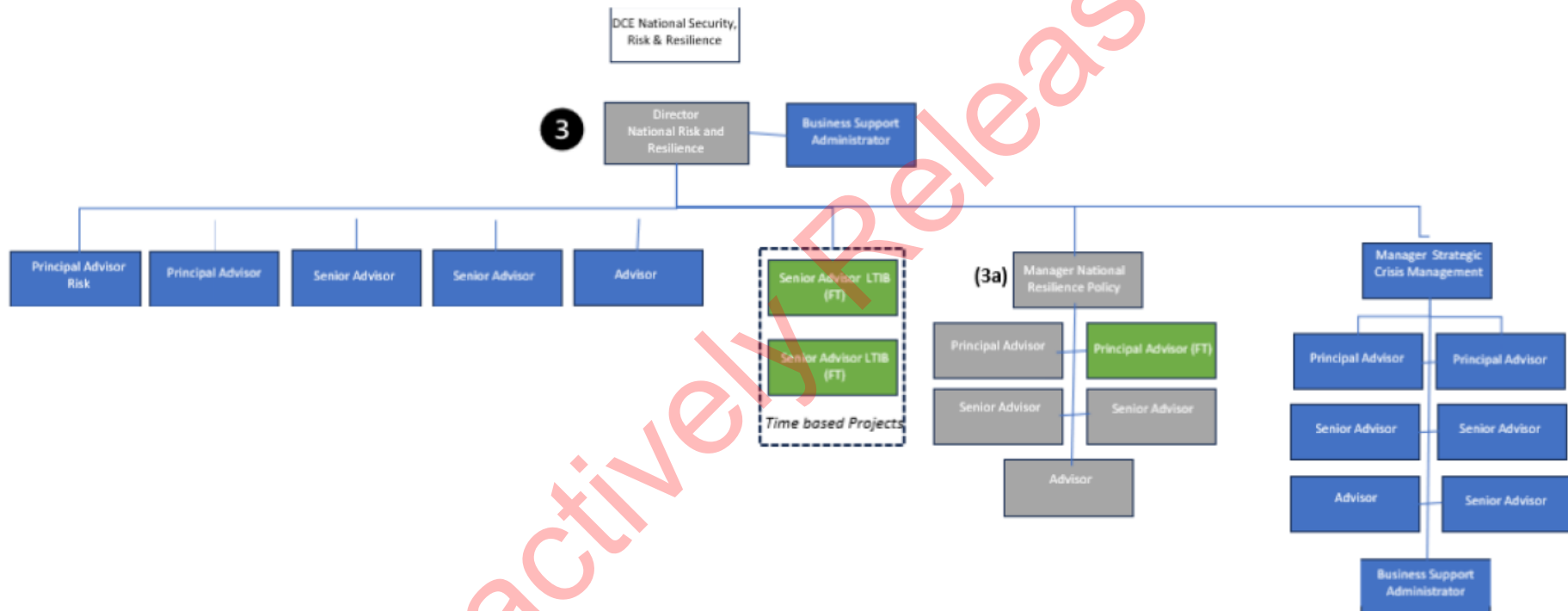


Figure 7: Proposed structure – Option 1 Centralised – Strategic Crisis Management Unit

EXISTING ROLE

NEW ROLE

Strategic Crisis Management Unit in Option 1 (a centralised National Security, Risk and Resilience function)



Figure 8: Proposed structure – Option 2 decentralised – National Risk and Resilience function

EXISTING ROLE	NEW ROLE
---------------	----------

A National Risk and Resilience function (Option 2 decentralised)

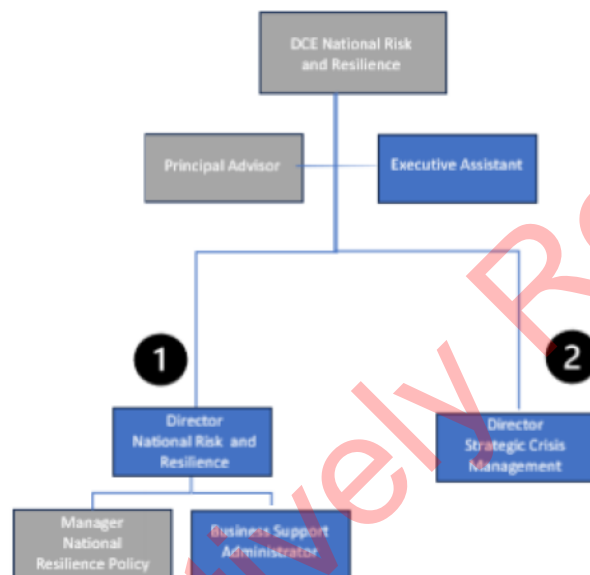


Figure 9: Proposed structure – Option 2 decentralised – National Risk and Resilience function

EXISTING ROLE

NEW ROLE

A National Risk and Resilience function (Option 2 decentralised)

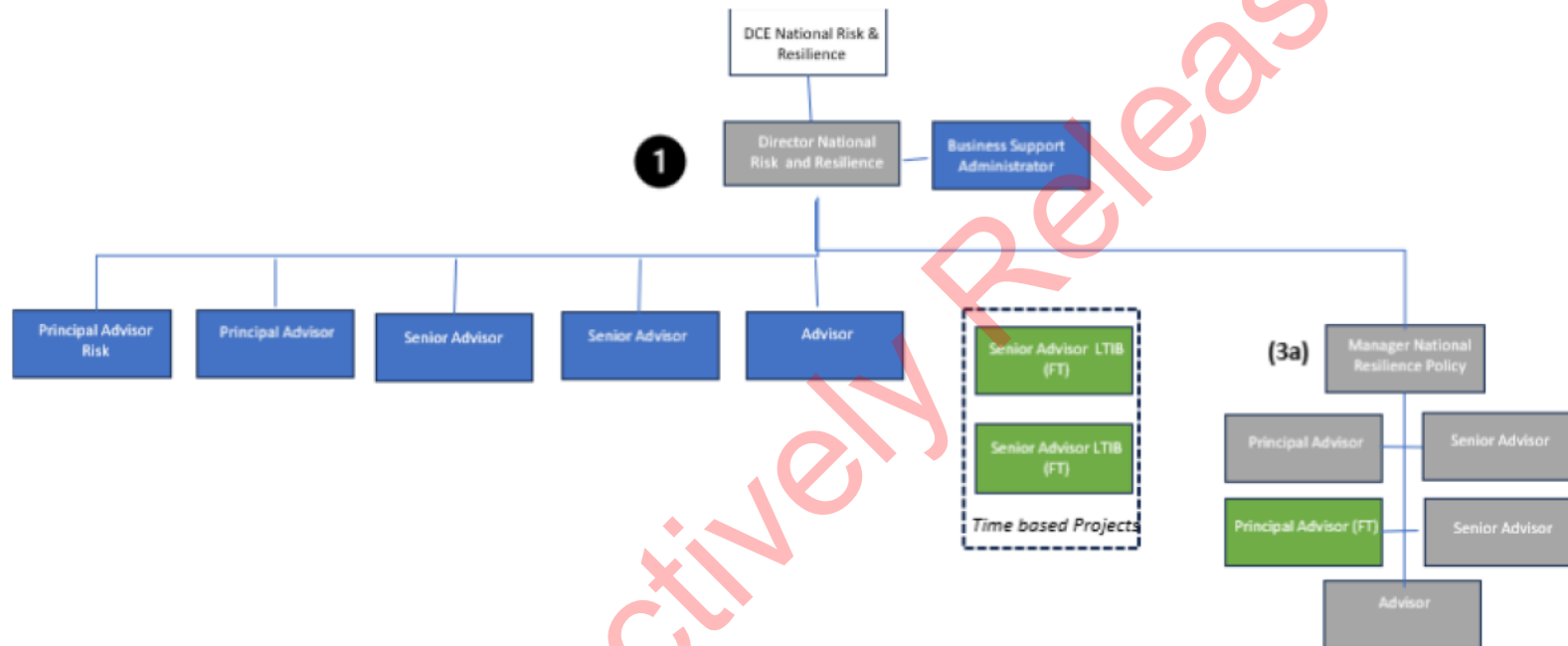
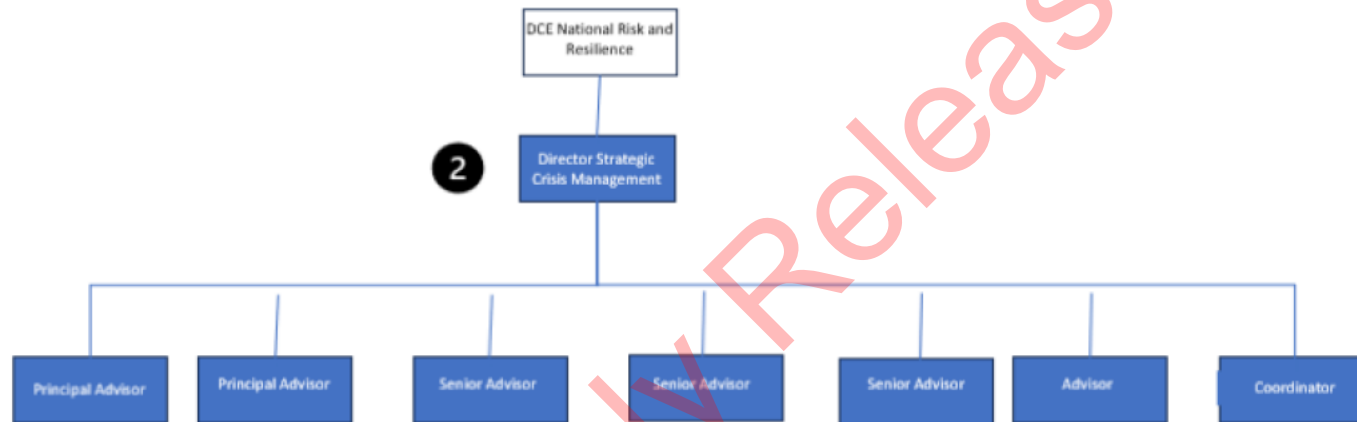


Figure 10: Proposed structure – Option 2 decentralised – Strategic Crisis Management Function

EXISTING ROLE	NEW ROLE
---------------	----------

Strategic Crisis Management Unit in Option 2 a decentralised National Risk and Resilience function



Proposed impacts – National Security Group and Risk and Systems Governance

In accordance with the DPMC Change Management Policy, set out in the tables below are the:

- proposed new roles
- roles proposed to be disestablished, and
- proposed reconfirmed roles (this refers to the position; if you are a permanent employee you are reconfirmed in your position).
- Those employed on a fixed-term basis will have their employment end on the date specified in their individual agreement unless advised otherwise.

All of these changes are also reflected in the proposed future organisational charts.

The tables below set out the impacts for staff.

Table 3: Proposed new roles

Position Title	Reports to
Deputy Chief Executive, National Security, Risk and Resilience (Centralised option only)	Chief Executive
Deputy Chief Executive, National Risk and Resilience (Decentralised option only)	Chief Executive
Director, National Security Policy and Coordination	Deputy Chief Executive, National Security, Risk and Resilience (Centralised option only) Chief Executive (Decentralised option only)
Manager, Strategy, Policy and Coordination	Director, National Security Policy and Coordination
Manager, Policy (CATS)	Director, National Security Policy and Coordination
Team Leader, Policy x 3	Manager, Strategy, Policy and Coordination
Principal Advisor, Policy x 6	Manager, Strategy, Policy and Coordination Manager, Policy (CATS)
Advisor, Policy x 2	Manager, Strategy, Policy and Coordination
Director, National Risk and Resilience	Deputy Chief Executive, National Security, Risk and Resilience (Centralised option only) Deputy Chief Executive, National Risk and Resilience (Decentralised option only)

Principal Advisor, Risk x 2	Director, National Risk and Resilience
Manager, National Resilience Policy	Director, National Risk and Resilience
Principal Advisor, National Resilience Policy	Manager, National Resilience Policy
Principal Advisor, National Resilience Policy (fixed term)	Manager, National Resilience Policy
Senior Advisor, National Resilience Policy x 2	Manager, National Resilience Policy
Advisor, National Resilience Policy	Manager, National Resilience Policy
Manager, Strategic Crisis Management (Centralised option only)	Director, National Risk and Resilience
Advisor, Strategic Crisis Management	Director, Strategic Crisis Management (Decentralised option only) Manager, Strategic Crisis Management (Centralised option only)

Table 4: Proposed Disestablished Positions – Risk and Systems Governance Group

Position Title	Reports to
Executive Director, Risk and Systems Governance	Chief Executive
Executive Assistant (vacant)	Executive Director, Risk and Systems Governance
Director, National Risk	Executive Director, Risk and Systems Governance
Chief Advisor, National Risk	Director, National Risk
Director, Strategic Crisis Management (Centralised option only)	Executive Director, Risk and Systems Governance
Manager Joint Office (vacant)	Executive Director, Risk and Systems Governance
Business Manager	Manager Joint Office
Business Support Administrator x 2 (fixed term)	Business Manager
Chief Advisor, Engagement and Relationships x 2	Manager Joint Office
Principal Advisor, Engagement	Manager Joint Office
Director, Governance (vacant)	Manager Joint Office
Principal Advisor, Governance x 2	Director, Governance
Senior Advisor, Governance x 2	Director, Governance
Programme Manager	Business Manager
Chief Advisor, Risk and Systems Governance (fixed term)	Executive Director, Risk and Systems Governance
Principal Advisor x 2 (fixed term)	Chief Advisor, Risk and Systems Governance

Table 5: Proposed Reconfirmed Positions – roles in RSGG Joint Office

Current Position Title	Impact on Position
Senior Graphics Analyst	Change in reporting line to Director Corporate Enablement (Corporate CFO/CPO models) Change reporting line to Manager Ministerial and Executive Services (Corporate – Functional model only)
Senior Graphics Analyst	Change in reporting line to Director Corporate Enablement (Corporate CFO/CPO models) Change reporting line to Manager Ministerial and Executive Services (Corporate – Functional model only)
Senior Advisor, Business Enablement	Change in reporting line to Director Corporate Enablement (Corporate CFO/CPO models) Change in reporting line to Manager, People and Capability (Corporate – Functional model) Title change to Senior Advisor, Security
Business Support Administrator	Change in reporting line to Director, National Risk and Resilience

Table 6: Proposed Reconfirmed Positions – roles in RSGG Strategic Crisis Management Unit

Current Position Title	Impact on Position
Director	Change in reporting line to Deputy Chief Executive, National Risk and Resilience (Decentralised option only)
Executive Assistant, Strategic Crisis Management	Title change to Coordinator No change (Decentralised option only) Change in reporting line to Manager, Strategic Crisis Management (Centralised option only)
Principal Advisor	No change (Decentralised option only) Change in reporting line to Manager, Strategic Crisis Management (Centralised option only)
Principal Advisor	No change (Decentralised option only) Change in reporting line to Manager, Strategic Crisis Management (Centralised option only)
Senior Advisor	No change (Decentralised option only) Change in reporting line to Manager, Strategic Crisis Management (Centralised option only)
Senior Advisor	No change (Decentralised option only) Change in reporting line to Manager, Strategic Crisis Management (Centralised option only)

Table 7: Proposed Disestablished Positions – National Security Group

Position Title	Reports to
Executive Director, National Security	Chief Executive
s6(a)	Executive Director, National Security
Director, National Security Policy	Executive Director, National Security
Manager, Policy ¹ (Strategy)	Director, National Security Policy
Manager, Policy (Security & Intelligence Policy)	Director, National Security Policy
Manager, Policy, (Intelligence Coordination Policy)	Director, National Security Policy
Manager, Policy (Cyber and Technology Security)	Director, National Security Policy
s6(a)	Executive Director, National Security
Programme Manager, Preventing Violent Extremism	s6(a)
Strategic Coordinator	Executive Director, National Security
Principal Advisor	Manager, Policy
Principal Advisor	Manager, Policy
Principal Advisor	Manager, Policy
Principal Advisor	Manager, Policy
Principal Advisor	Manager, Policy
Principal Advisor	Manager, Policy
Principal Advisor	Manager, Policy
Principal Advisor	Manager, Policy
Principal Advisor	Manager, Policy
Principal Advisor (Vacant)	Manager, Policy
Principal Advisor (Vacant)	Manager, Policy
Principal Advisor	s6(a)
Principal Advisor ² (Deputy SC CFI)	s6(a)
Senior Analyst (Vacant)	Assessments Manager
Senior Analyst (Vacant)	Assessments Manager
Senior Analyst (Vacant)	Assessments Manager
Senior Analyst (Vacant)	Assessments Manager
Senior Analyst (Vacant)	Assessments Manager
Senior Analyst (Vacant)	Assessments Manager

¹ The formal title for these manager roles is Manager, Policy. The brackets indicate their current portfolio

² The formal title is Principal Advisor. The bracket refers to how the title they are using.

Senior Analyst (Vacant)	Assessments Manager
Senior Analyst (Vacant)	Assessments Manager
Senior Analyst (Vacant)	Assessments Manager

Table 8: Proposed Reconfirmed Positions – roles in National Risk Directorate

Current Position Title	Impact on Position
Senior Advisor	Change in reporting line to Director, National Risk and Resilience
Senior Advisor	Change in reporting line to Director, National Risk and Resilience
Senior Advisor, LTIB (fixed term)	Change in reporting line to Director, National Risk and Resilience
Senior Advisor, LTIB (fixed term)	Change in reporting line to Director, National Risk and Resilience
Principal Advisor	Change in reporting line to Director, National Risk and Resilience

Table 9: Proposed Reconfirmed Positions – roles in National Security Policy

Current Position Title	Impact on Position
Executive Assistant	Change in reporting line to, Deputy Chief Executive, National Security, Risk and Resilience (Centralised Option) Deputy Chief Executive, National Risk and Resilience (Decentralised Option)

Table 10: Proposed Reconfirmed Positions – roles in National Security Policy Directorate

Current Position Title	Impact on Position
Executive Assistant	Title change to Business Support Administrator Change in reporting line to Director, National Security Policy and Coordination
Senior Advisor, Policy	Change in reporting line to Manager, Strategy, Policy and Coordination or Manager, Policy (CATS)
Senior Advisor, Policy	Change in reporting line to Manager, Strategy, Policy and Coordination or Manager, Policy (CATS)
Senior Advisor, Policy	Change in reporting line to Manager, Strategy, Policy and Coordination or Manager, Policy (CATS)
Senior Advisor, Policy	Change in reporting line to Manager, Strategy, Policy and Coordination or Manager, Policy (CATS)
Senior Advisor, Policy	Change in reporting line to Manager, Strategy, Policy and Coordination or Manager, Policy (CATS)
Senior Advisor, Policy	Change in reporting line to Manager, Strategy, Policy and Coordination or Manager, Policy (CATS)
Senior Advisor, Policy	Change in reporting line to Manager, Strategy, Policy and Coordination or Manager, Policy (CATS)

Current Position Title	Impact on Position
	Coordination or Manager, Policy (CATS)
Senior Advisor, Policy (vacant)	Change in reporting line to Manager, Strategy, Policy and Coordination or Manager, Policy (CATS)
Advisor	Change in reporting line to Manager, Strategy, Policy and Coordination or Manager, Policy (CATS)
Advisor	Change in reporting line to Manager, Strategy, Policy and Coordination or Manager, Policy (CATS)

Table 11: Proposed Reconfirmed Positions – roles in National Security Policy Directorate (Time Bound Projects)

s9(2)(f)(iv)

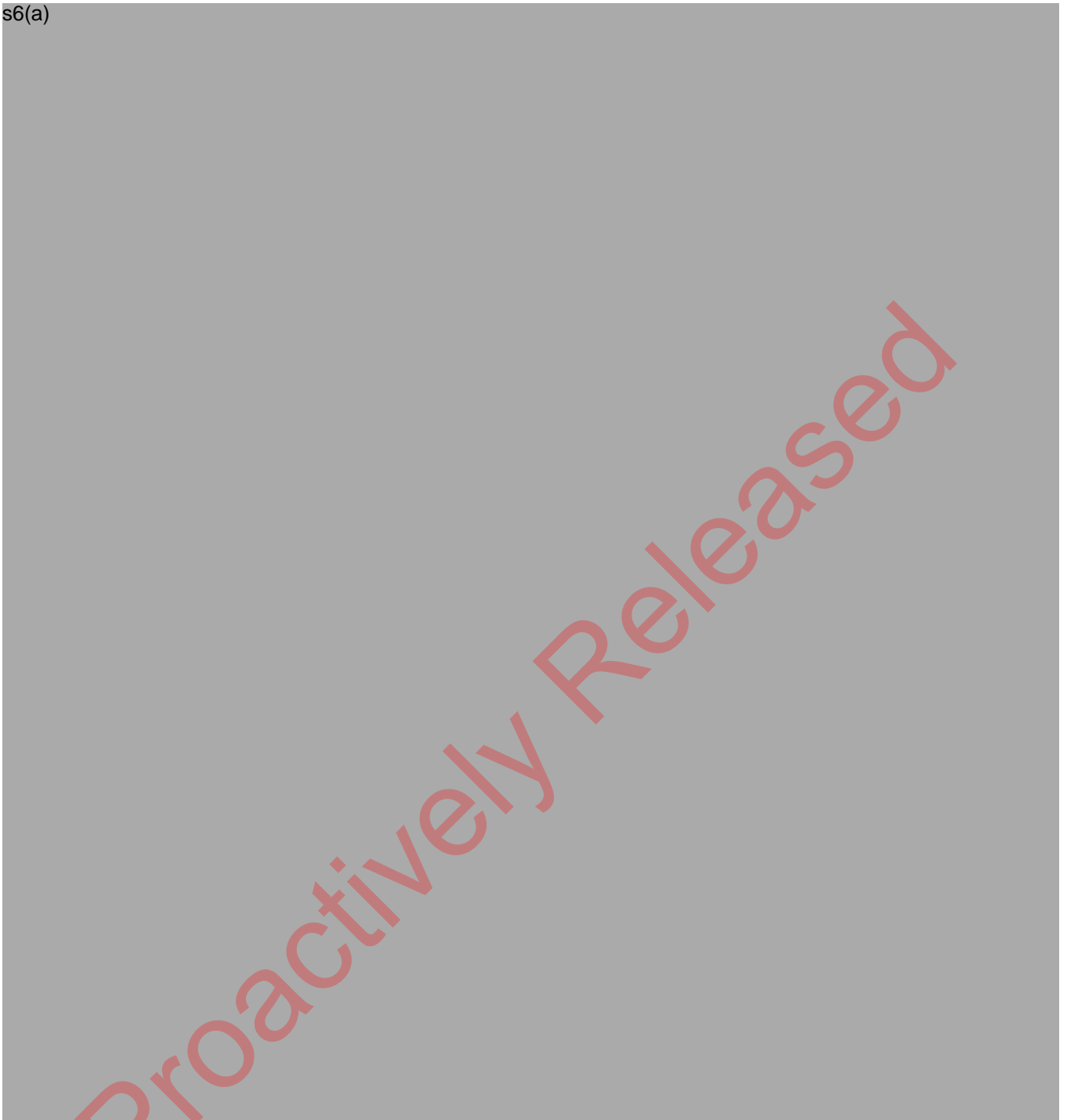


Table 12: Proposed Reconfirmed Positions – roles in National Assessment Bureau

s6(a)



s6(a)



Proactively Released

Strategy Governance and Engagement

DPMC's corporate services are provided primarily by the Strategy, Governance and Engagement Group (SGE) and the Central Agency Shared Service (CASS). SGE and CASS work together to provide corporate services that support the department, and associated functions such as NEMA, to successfully deliver their outcomes.

The Department operates in a dynamic, fast-paced environment, providing advice and support on issues of the day and managing immediate pressures. In recent years, DPMC's corporate centre has supported the docking in and out of significant new agencies and functions which has focused its attention on operational matters. It has made savings as the fiscal environment has tightened leading to some corporate teams being reduced or 'housed' temporarily in new homes in advance of permanent decisions being made.

The streamlining of DPMC means that we are no longer bringing in new functions and have been progressively transferring non-core functions elsewhere. In this future, our corporate centre will be focused on supporting just DPMC. We will not be supporting other agencies and functions such as the National Emergency Management Agency (or receiving funding from them).

This context has led to some issues with our current structure that we are looking to resolve through this structure change:

What Problems Are We Trying to Solve?

Although changing our structure by itself will not resolve all the obstacles to creating an agile, streamlined and business facing corporate structure, we believe that the proposed structures will help improve the following four issues:

- **Limited strategic support from HR and Finance:**
Our HR and finance functions have been weighted to provide the immediate and operational needs of the organisation, which can limit their ability to provide strategic and advisory input. Bringing the strategic and advisory elements of HR and Finance inhouse and enhancing integration and capability in these areas would support more proactive, strategic engagement with the business and help lift the overall effectiveness of these corporate functions.

- **Some aspects of the CASS shared services model are not working well for DPMC:**

While DPMC benefits from shared services through Central Agencies Shared Services (CASS) for HR, Finance, general IT and payroll, there is limited awareness across the organisation about the model and the services provided. This structure also reduces our visibility and control over data, systems, and processes, which can make it more challenging to align support with our organisational needs and priorities.

Retaining transactional functions within CASS ensures cost-effective and streamlined processing, while insourcing strategic functions would allow DPMC to invest in long-term, sustainable strategies and align more closely with our culture, strategic goals, and operational needs.

- **Duplication of effort:**
In the absence of coordinated central support, some areas have sourced their own services. This has resulted in duplicated effort, higher costs, and reduced efficiency.

Strengthening central coordination in this space could improve consistency and value for money.

- **A fragmented structure:**

The current model where some corporate functions are provided inhouse by SGE, some are provided externally by CASS and others are embedded in DPMC business units offers smaller, specialist roles and teams that can at times feel disconnected from one another and from the business units they support. There's an opportunity to enhance collaboration and improve alignment while broadening team structures and spans of control to deliver more seamless and integrated support across the organisation.

We're proposing a new Corporate Services Group structure to better meet the needs of our organisation and address challenges in how we currently operate. We outline below the reasons for change and how the proposed structures are designed to strengthen how we deliver support across DPMC.

What Options Did We Consider?

A corporate services group should support our organisation by providing essential, integrated functions that enable the core business to operate effectively, efficiently, and compliantly. By ensuring robust systems, clear processes, and responsive advice, corporate services create a stable foundation that empowers business units to focus on their strategic and operational goals. Ultimately, their role is to act as trusted enablers—aligning resources, streamlining operations, and fostering a culture of continuous improvement to help DPMC achieve its priorities.

There are many ways to group functions within a corporate services function. In considering the structures proposed in this document, we were looking for options that address the problems outlined above and give effect to our organisation design principles. Several structural options were explored. Some early options were discounted because they didn't offer meaningful change from the current state and were unlikely to solve the fragmentation or improve support.

We are proposing to bring most aspects of HR and Finance into DPMC and are proposing to bring together the roles and functions that provide critical enabling and assurance services across DPMC contributing to a more collaborative, strategic, and efficient operating model. This is consistent with our organisation design principal of centralisation of corporate functions.

Proposed Insourced Functions

DPMC plans to bring the following functions in-house:

- **HR Business Partnering and Advice:** Includes policy development, employment agreements, talent management, succession planning, leadership development, recruitment, and employee relations under the leadership of the Chief People Officer (in the CPO model).
- **Finance Business Partnering and Advice:** Includes financial advice to budget managers, budget forecasting, monthly reporting, business case development, financial analysis, and Vote management.

Consequently, this proposal includes the creation of new HR and finance roles, as illustrated in the proposed structure and role descriptions (see appendices).

We are conscious there will need to be considerable discussion with CASS on the transition

of these services and the development of new processes and systems to replace the existing model.

Proposed Changes

We are proposing a new **Corporate Services Group**, which would replace the current SGE structure. The proposed structure brings together the functions of:

- Ministerial Services
- Accountability
- Governance
- Risk and Assurance
- Health, Safety, and Wellbeing
- Protective Security (high and low side)
- Culture and Capability
- Communications
- Facilities
- Legal and procurement
- Finance services (depending on the option)

There are **three** proposed options that we would like your perspectives and feedback on.

Options 1 and 2 – Corporate Services – Chief People Officer (CPO) or Chief Financial Officer (CFO)

Leadership Options

Two leadership options are being considered:

- **Option 1 CPO:** The group is led by a Chief People Officer (CPO) with two Directors – one to lead the Enablement arm and one to lead the Assurance arm and the Chief Legal Advisor leading the Legal team. In this option a Chief Financial Officer (CFO) would report directly to the Chief Executive (shown in OCE Option 1), maintaining a separate line of accountability.
- **Option 2 CFO:** The group is led by a Chief Financial Officer (CFO), with Finance positioned within the Enablement team. The direct reports to the CFO would be the same as for the CPO.

There is a minor difference in the team structures depending on the leader for Corporate. If the DCE Corporate is a CPO, the Culture and Capability team would report directly to the Director Enablement, instead of a Manager Culture and Capability. If the DCE is a CFO there would be a Manager for the Culture and Capability team and the Finance team would report to the Director Enablement rather than the CFO.

The **Programme Manager** is a new role that will have elements of programme and portfolio management looking across all of DPMC. The intention is for two-way communication between corporate and the business on key projects and pieces of work that may require resources and should be included in progress trackers.

Enablement: Strategic Support to Empower the Business

The Enablement arm is focused on providing forward-looking, strategic support that enables teams across DPMC to operate efficiently, attract and retain talent, build a strong and positive workplace culture, and deliver on organisational priorities.

The Enablement functions will work alongside the business as partners – bringing expertise,

data, and advice to help shape decisions, improve services, and ensure our people and resources are set up for success.

Key functions under the Enablement arm include:

- **Culture and Capability Team**

This newly created team will bring some of the human resources functions in-house, allowing us to partner with the business to better understand DPMCs needs and provide tailored support. This team integrates the Human Resource function and Organisation Development functions which are currently split among two teams (CASS and ODD). The team will provide strategic HR advice and help DPMC build its culture. The higher volume more transactional elements of HR will still be provided by CASS, for example payroll. Culture and Capability will consist of:

- 1 Manager (if the DCE Corporate is a CFO)
- 1 Principal Advisor
- 2 Business Partners
- 1 Senior Advisor (fixed-term to provide implementation support)
- 1 Principal Advisor, Talent and Graduate Recruitment (resource transferred from NAB to centralise the support and provide more options for surge support)
- 1 Advisor
- 1 Coordinator

- **Communications and Design**

This team provide internal and external communications support to business units (weighted towards the NSG and in the case of the Graphic Designers NAB). As part of our goal to integrate the support functions and to be consistent with our organisation design principles, it is proposed that we bring the two graphic designers currently in NAB into the Enablement function to work as part of the communications team. While the graphic designers are likely to continue to support their current primary client in NAB and may well be physically located with the business units they support, we will look at where and how their expertise can support other business units. This new configuration brings the graphic design roles into a wider community of practice.

- 1 Principal Advisor, Communications
- 1 Senior Advisor, Communications
- 2 Graphic Designers

- **Health, Safety and Wellbeing; Facilities; and Security**

These existing functions have been brought closer to other enabling services to help us design more integrated and responsive support.

- 1 Senior Advisor, Health, Safety and Facilities
- 1 Senior Advisor, Security and Risk
- 1 Senior Advisor, Security (high side security specialist brought in from the Joint Office)

- **Senior Advisor, Analytics**

This role will provide support across DPMC with analytics relating to people metrics, annual and quarterly report requirements as well as the range of corporate reporting requirements we have internally and for third party agencies.

In essence, Enablement provides the tools, systems, and advice our people need to thrive, freeing up teams to focus on their core work, while knowing they are supported by responsive, and future-focused corporate services.

Assurance: Confidence Through Governance, Compliance, and Risk Oversight

The Assurance arm gives DPMC confidence that we are meeting our legislative, regulatory, and internal accountability obligations. It provides the strategic direction, systems, structure, and oversight needed to ensure good decision-making, effective risk management, and strong governance. While Enablement is about helping the business move forward towards our shared goals, Assurance provides the guardrails to keep us on track.

This area combines the **Ministerial Services** team, the **Accountability** roles previously located in Organisation Direction and Development and two new **Governance** roles.

- **Ministerial Services** ensures the effective flow of ministerial correspondence, briefings, Parliamentary Questions and Official Information Act (OIA) responses. The team will consist of:
 - 1 Principal Advisor (elevated from Lead Advisor to align with broader organisational levels)
 - 2 Senior Advisors
 - 2 Advisors
 - 1 Coordinator
- The **Accountability** function leads critical corporate processes such as strategy drafting, business planning, internal performance tracking, quarterly and annual reporting and risk and assurance. These functions will be more closely aligned with governance to enable a joined-up approach to organisational oversight.
 - 2 Senior Advisors
 - 1 Advisor

The **Governance** roles support the effective operation of DPMC's internal and external governance systems and provides high quality, best practice guidance to governance body chairs and members. This will include the ELT Board, current Board subcommittee's, the Risk and Assurance Committee, the National Security Board and National Hazards Board. By locating governance support within the Assurance arm, we can apply consistent, high-quality standards across the organisation, while still enabling business units to maintain subject-matter expertise over the content they bring to governance bodies.

- 1 Principal Advisor, Governance
- 1 Advisor, Governance

The Assurance arm plays a vital role in protecting DPMC's reputation and integrity. By centralising these functions, we can apply consistent, high-quality standards across the organisation while still allowing subject matter experts in the business to lead their own content areas.

Legal

The **Legal Team** remains a standalone function, given its dual role across both enablement and assurance, and would continue reporting directly to the DCE Corporate. Maintaining the status and tier of the Chief Legal Advisor (CLA) supports our work with other agencies whose CLA is a similar level, the CLA also has a key working relationship with the Chief Executive. With DPMCs reducing size and complexity, the Principal Solicitor role and Senior Advisor, Procurement role would be disestablished. The CLA will continue to lead the department's input to Phase 2 of the COVID-19 Inquiry until this function ends in February 2026.

- 1 Chief Legal Advisor
- 2 Senior Solicitors

Option 3 - Corporate Functional Model

In this option, which is a more traditional function design, there are four teams reporting to a Deputy Chief Executive Corporate Enablement, supported by a Principal Advisor and Executive Assistant: **Strategy Performance and Risk, Ministerial and Executive Services, Legal and People and Capability**. This option assumes that the CFO and Finance function sits in the OCE.

- **Strategy Performance and Risk Team**

This function leads critical corporate processes such as strategy drafting, business planning, internal performance tracking, quarterly and annual reporting and risk and assurance. The analytics role would be based in this team but work across all teams. It would consist of:

- 1 Manager
- 2 Senior Advisors
- 1 Senior Advisor, Analytics

- **Ministerial & Executive Services Team**

This team will include the Ministerial function to ensure the effective flow of ministerial correspondence, briefings, Parliamentary Questions and Official Information Act (OIA) responses; the Governance function to support the effective operation of DPMC's internal and external governance systems and provides high quality, best practice guidance to governance body chairs and members; and the Communications function which provides internal and external communications support to business units.

Combining these functions aims to ensure cohesive support for decision-making, streamlined information flow, and consistent messaging, while aligning organisational accountability, stakeholder engagement, and strategic priorities.

Ministerial Services

- 1 Principal Advisor (elevated from Lead Advisor to align with broader organisational levels)
- 2 Senior Advisors
- 2 Advisors
- 1 Coordinator

Governance

- 1 Principal Advisor, Governance
- 1 Advisor, Governance

Communications

- 1 Principal Advisor, Communications
- 1 Senior Advisor, Communications
- 2 Graphic Designers

- **Legal**

Legal remains a standalone function, given its dual role across both enablement and assurance, and would continue reporting directly to the DCE Corporate. Maintaining the status and tier of the Chief Legal Advisor supports our work with other agencies whose CLA is a similar level, the CLA also has a key working relationship with the Chief Executive. With DPMCs reducing size and complexity, the Principal Solicitor role and Senior Advisor, Procurement role would be disestablished. The CLA will continue to lead the department's input to Phase 2 of the COVID-19 Inquiry until this function ends in February 2026.

- 1 Chief Legal Advisor
- 2 Senior Solicitors

- **Culture and Capability Team**

This newly created team will bring some of the human resources functions in-house, allowing us to partner with the business to better understand DPMCs needs and provide tailored support. This team integrates the Human Resource function and Organisation Development functions which are currently split among two teams (CASS and ODD). The team will provide strategic HR advice and help DPMC build its culture. It also incorporates the enabling functions of health and safety, security and facilities. The higher volume more transactional elements of HR will still be provided by CASS, for example payroll. Culture and Capability will consist of:

- 1 Manager (if the DCE Corporate is a CFO)
- 1 Principal Advisor
- 2 Business Partners
- 1 Principal Advisor, Talent and Graduate Recruitment (resource transferred from NAB to centralise the support and provide more options for surge support)
- 1 Advisor
- 1 Coordinator
- 1 Senior Advisor, Health, Safety and Facilities
- 1 Senior Advisor, Security and Risk
- 1 Senior Advisor, Security (high side security specialist brought in from the Joint Office)

How the new structure will work

The proposed Corporate Services structure is about empowering the business, providing smarter support, and ensuring that our corporate functions are aligned, future-focused, and ready to meet the evolving needs of DPMC.

It is designed to be more integrated, proactive, and strategic in how it supports the rest of the organisation. It shifts away from a fragmented, transactional model to one that can collaborate more easily, share insights, and align output with DPMCs goals, leading to faster, more joined-up support for the business. The changes aim to ensure Corporate Services has the depth of expertise needed to support leaders, shape initiatives, and respond to emerging challenges.

Stronger Partnerships with the Business

Putting our enabling functions together (in both options 1 and 2) will support our corporate function to work closely with business units, embedding early in conversations, co-designing solutions, and offering strategic advice to support decision-making. This will support Corporate to be a trusted partner that understands the business and helps it succeed, as opposed to being a back-office service.

Focus on Enabling, Not Just Enforcing

It is envisaged that each of the proposed options will enable the business to get on with its work while still making sure we're meeting our obligations. We'll focus on putting smart controls in place, monitoring risk effectively, and helping teams intervene early when issues arise.

Option 1 – CPO-led:

Advantages

- Brings a strong people, culture, and capability lens to the organisation. Having the role report directly to the CE elevates the strategic importance of people and culture.
- Post-transformation, DPMC will need a strong focus on organisational culture, capability-building, and embedding a continuous improvement mindset across the organisation.
- Brings a needed focus on ongoing change, resilience, and continuous improvement capability.
- Separate functions allow HR and Finance to focus independently on building capability—critical for transformation success. This separation may provide each function the space needed to mature effectively.
- Allows Finance to remain a standalone function, fully dedicated to its critical upcoming programme of work: decoupling services from CASS, separating NEMA from DPMC, improving cost visibility, and establishing new financial systems and processes.
- Likely to bring strong business partnering experience and an enablement mindset.

Disadvantages:

- The Finance function would be separate from HR, limiting a holistic, joined-up view of resourcing. This could present challenges, particularly if the Board introduces an investment or resourcing committee.
- The head of the function would be at the DCE level, with the relevant specialists two

levels down. This may reduce cohesion and alignment within the team.

- The Director of Enablement would have 12–15 direct reports, resulting in a significantly large span of control that's atypical and potentially unsustainable.
- There's a risk the CPO could bypass the Director and directly assign work to individuals within the Culture & Capability team—this same issue could arise under a CFO-led model.

Option 2 – CFO-led:

Advantages

- Combines Finance and Accountability in one team, creating a more integrated approach to financial accountability processes and requirements. Including HR in the same team supports alignment across resourcing, enabling regular reconciliation of financial and HR data.
- Brings a strong financial perspective to the organisation, addressing a current knowledge and experience gap in the organisation.
- Enables a team structure with both a specialist finance leader and an experienced Culture & Capability leader, fostering greater collaboration and integration. (Under a CFO, this would be at the Manager level for Culture & Capability.)
- Likely to bring expertise in risk frameworks, compliance, and financial governance, enhancing the organisation's overall risk management and oversight capabilities.
- CFOs often emphasise analytics and data-driven decision making, which could improve tracking and accountability across the corporate services function.

Disadvantages:

- A CFO may have limited availability due to the significant time demands of key financial processes like Estimates Examinations, the Annual Report, and Budget bids.
- There's a risk the CFO may bypass the Director Enablement and directly task the finance team. This could reduce empowerment.
- Means the Director Enablement's span of control is 12 direct reports, which is unusually large and may impact effectiveness and focus.
- May have limited experience in areas such as people and culture, organisational strategy, security, and wider government accountabilities, which could lead to gaps in leadership focus or alignment.
- There's a risk that financial thought processes and decision making could overshadow long-term investment in people, culture, and capability development.

Option 3: Functional Structure

Advantages

- Provides a very flat structure in the Corporate group with only one level between any employee and the Deputy Chief Executive. This should provide a strong foundation for the empowerment of experts.
- The functional design provides a clear delineation of tasks and activities as it follows a more traditional corporate structure

Disadvantages

- There is a slightly higher cost model with an additional FTE as part of the establishment. This will need to be factored into budgets going forward.
- At least one of the teams (Manager Strategy Performance & Risk) has a very small span of control while one of the other teams (Ministerial & Executive Services) has a very large span of control.
- Because it is designed around traditional functions, accountability is not as clear and for cross functional activity is spread across multiple teams.
- As with most functional designs it can reinforce organisation silos creating artificial barriers based on specialisms.

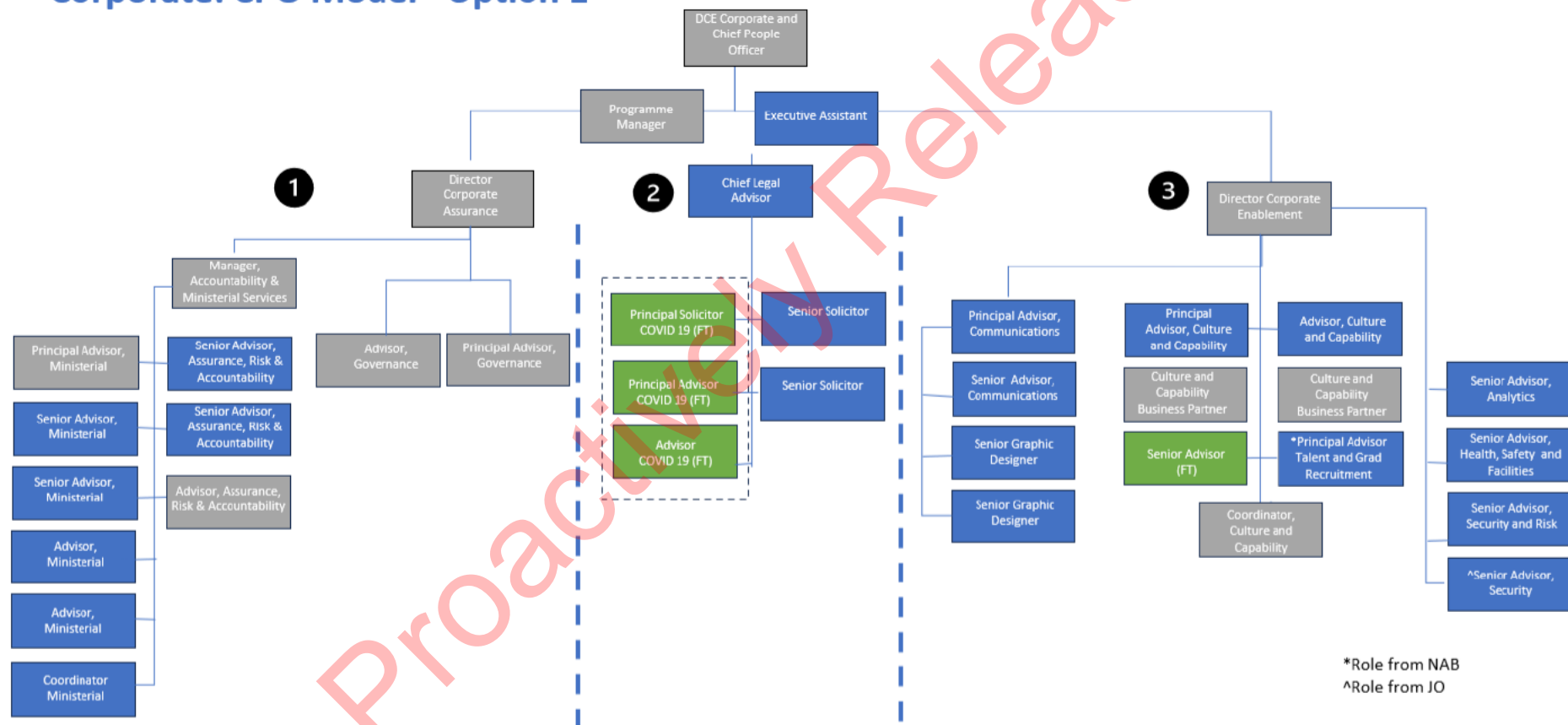
Proposed structure – Corporate

Figure 11: Proposed structure – Option 1 Corporate Chief People Officer model

EXISTING ROLE

NEW ROLE

Corporate: CPO Model– Option 1



*Role from NAB
^Role from JO

Figure 12: Proposed structure – Option 2 Corporate - Chief Financial Officer model

Corporate: CFO Model– Option 2

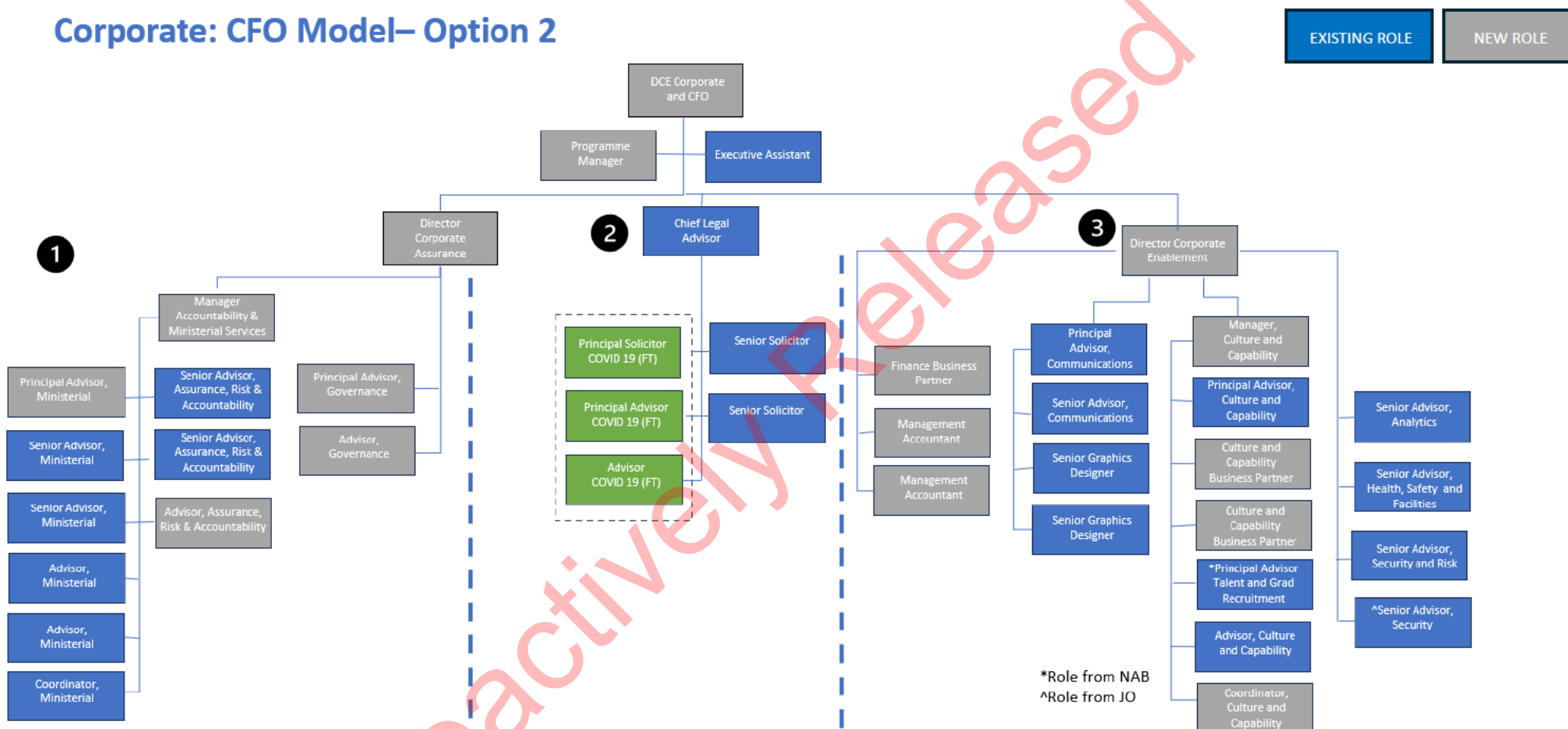
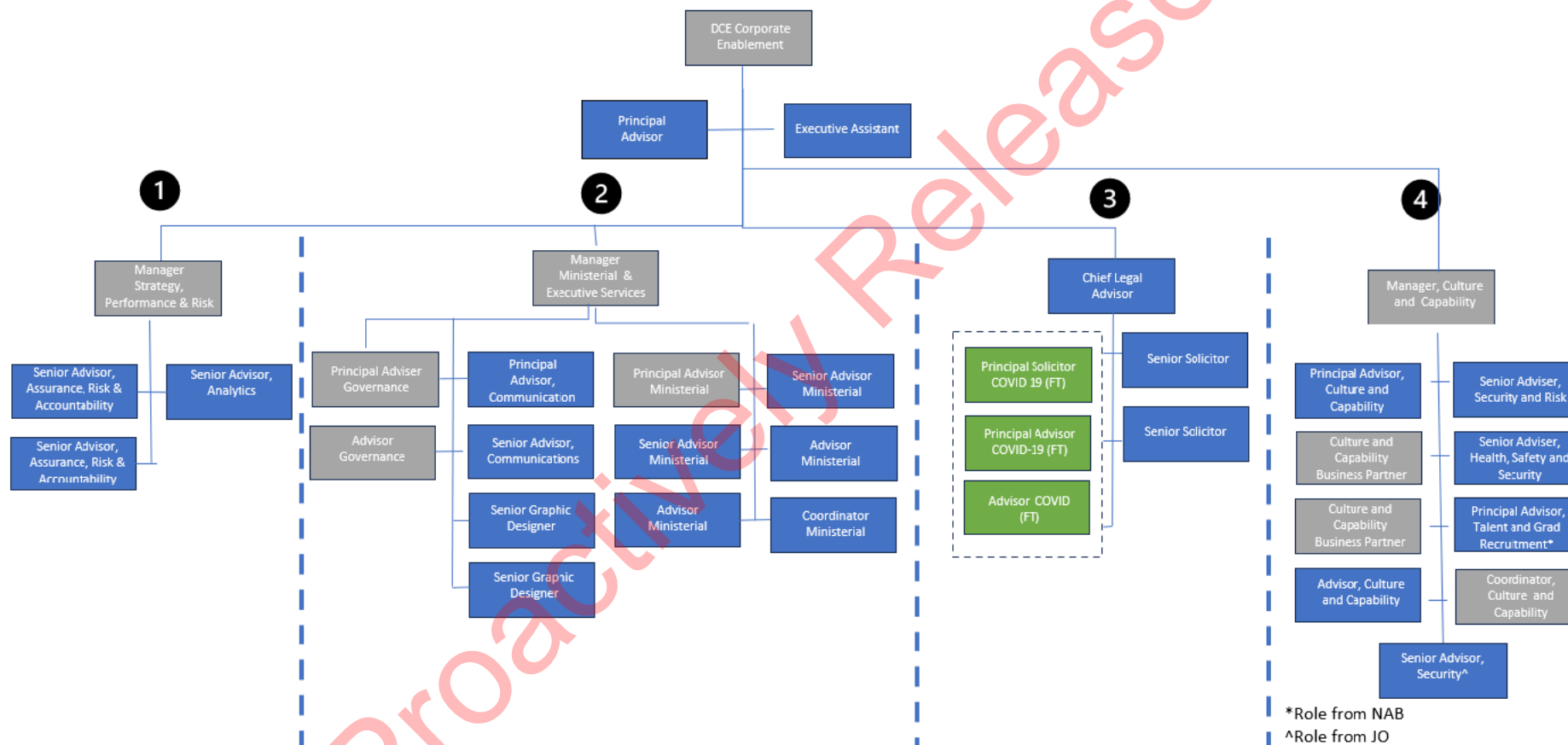


Figure 13: Proposed structure – Option 3 Corporate – Functional model

EXISTING ROLE	NEW ROLE
---------------	----------

Corporate: Functional Model - Option 3



Proposed impacts - Strategy, Governance and Engagement

In accordance with the DPMC Change Management Policy, set out in the tables below are the:

- proposed new roles
- roles proposed to be disestablished, and
- proposed reconfirmed roles (this refers to the position; if you are a permanent employee you are reconfirmed in your position).
- Those employed on a fixed-term basis will have their employment end on the date specified in their individual agreement unless advised otherwise.

All of these changes are also reflected in the proposed future organisational charts.

The tables below set out the impacts for staff.

Corporate – CFO/CPO models

Table 13: Proposed new roles – CFO/CPO structure

Position Title	Reports to
DCE, Corporate CFO (CFO model only)	Chief Executive
DCE, Corporate CPO (CPO model only)	Chief Executive
Programme Manager	DCE, Corporate CPO/CFO
Director, Corporate Assurance	DCE, Corporate CPO/CFO
Manager, Accountability and Ministerial Services	Director, Corporate Assurance
Principal Advisor, Ministerial Services	Manager, Accountability and Ministerial Services
Principal Advisor, Governance	Director, Corporate Assurance
Advisor, Governance	Director, Corporate Assurance
Advisor, Assurance, Risk and Accountability	Manager, Accountability and Ministerial Services
Director, Corporate Enablement	DCE, Corporate CPO/CFO
Manager, Culture and Capability (CFO model only)	Director, Corporate Enablement
Culture and Capability Business Partner x 2	Manager, Culture and Capability
Coordinator, Culture and Capability	Manager, Culture and Capability
Finance Business Partner (CFO Model only)	Director, Corporate Enablement
Management Accountant x 2 (CFO Model only)	Director, Corporate Enablement

Table 14: Proposed Disestablished Positions

Position Title	Reports to
Executive Director, SGE	Chief Executive
Principal Advisor (Corporate CFO/CPO Model only)	Executive Director, SGE
Principal Solicitor (Disestablished after NEMA transition only)	Chief Legal Advisor - Corporate
Director Strategic Communications & Engagement (vacant)	Executive Director, SGE
Communications Advisor(vacant)	Director Strategic Communications & Engagement
Chief Advisor Māori	Executive Director, SGE
Director Organisation Direction and Development	Executive Director, SGE
Manager Ministerial Services	Executive Director, SGE
Lead Advisor, Ministerial Services	Manager Ministerial Services
Senior Advisor, Ministerial Services (vacant)	Manager Ministerial Services
Senior Advisor, Ministerial Services (fixed term x3)	Manager Ministerial Services
Senior Advisor, Procurement (vacant)	Chief Legal Advisor - Corporate
Head of Operations and Risk (vacant)	Executive Director, SGE

Table 15: Proposed Reconfirmed Positions – roles in Strategy, Governance and Engagement

Current Position Title	Impact on Position
Executive Assistant	Change reporting line to DCE, Corporate CPO/CFO

Table 16: Proposed Reconfirmed Positions – roles in Legal

Current Position Title	Impact on Position
Chief Legal Advisor - Corporate	Change reporting line to DCE, Corporate CPO/CFO
Senior Solicitor	No change
Senior Solicitor	No change
Senior Advisor, Health, Safety, and Facilities	Change reporting line to Director, Corporate Enablement
Senior Advisor - Security and Risk	Change reporting line to Director, Corporate Enablement
Principal Solicitor, COVID-19 Inquiry (fixed term)	No change
Principal Advisor, COVID-19 Inquiry (fixed term)	No change
Advisor, COVID-19 Inquiry (fixed term)	No change

Table 17: Proposed Reconfirmed Positions – roles in Organisation, Direction and Development

Current Position Title	Impact on Position
Principal Advisor, Organisational Development	Change reporting line to Manager, Culture and Capability or Director, Corporate Enablement Change title to Principal Advisor, Culture and Capability
Senior Advisor	Change reporting line to Director, Corporate Enablement Change title to Senior Advisor, Analytics
Senior Advisor	Change reporting line to Manager, Accountability and Ministerial Services Change title to Senior Advisor, Assurance, Risk and Accountability
Senior Advisor	Change reporting line to Manager, Accountability and Ministerial Services Change title to Senior Advisor, Assurance, Risk and Accountability
Advisor, SGE	Change reporting line to Manager, Culture and Capability Change title to Advisor, Culture and Capability

Table 18: Proposed Reconfirmed Positions – roles in Ministerial Services

Current Position Title	Impact on Position
Senior Advisor, Ministerial Services	Change reporting line to Manager, Accountability and Ministerial Services
Senior Advisor, Ministerial Services	Change reporting line to Manager, Accountability and Ministerial Services
Advisor, Ministerial Services	Change reporting line to Manager, Accountability and Ministerial Services
Advisor, Ministerial Services	Change reporting line to Manager, Accountability and Ministerial Services
Ministerial Coordinator	Change reporting line to Manager, Accountability and Ministerial Services

Table 19: Proposed Reconfirmed Positions – roles in Strategic Communications

Current Position Title	Impact on Position
Principal Advisor, Communications	Change reporting line to Director, Corporate Enablement
Senior Advisor, Communications	Change reporting line to Director, Corporate Enablement

Corporate – Functional model

Table 20: Proposed new roles – Functional Structure

Position Title	Reports to
DCE, Corporate Enablement	Chief Executive
Manager, Strategy, Performance and Risk	DCE, Corporate Enablement
Manager, Ministerial and Executive Services	DCE, Corporate Enablement
Principal Advisor, Governance	Manager Ministerial and Executive Services
Advisor, Governance	Manager Ministerial and Executive Services
Principal Advisor, Ministerial Services	Manager Ministerial and Executive Services
Manager, Culture and Capability	DCE/Executive Director, Corporate Enablement
Culture and Capability Business Partner x 2	Manager, Culture and Capability
Culture and Capability Coordinator	Manager, Culture and Capability

Table 21: Proposed Disestablished Positions

Position Title	Reports to
Executive Director, SGE	Chief Executive
Principal Solicitor (Disestablished after NEMA transition only)	Chief Legal Advisor - Corporate
Director, Strategic Communications & Engagement (vacant)	Executive Director, SGE
Communications Advisor vacant)	Director Strategic Communications & Engagement
Chief Advisor Māori	Executive Director, SGE
Director, Organisation Direction and Development	Executive Director, SGE
Manager, Ministerial Services	Executive Director, SGE
Lead Advisor, Ministerial Services	Manager Ministerial Services
Senior Advisor, Ministerial Services (vacant)	Manager Ministerial Services
Senior Advisor, Ministerial Services (fixed term x3)	Manager Ministerial Services
Senior Advisor, Procurement (vacant)	Chief Legal Advisor – Corporate
Head of Operations and Risk (vacant)	Executive Director, SGE

Table 22: Proposed Reconfirmed Positions – roles in Strategy, Governance and Engagement

Current Position Title	Impact on Position
Principal Advisor (Functional Model only)	Change to reporting line to DCE/Executive Director, Corporate Enablement
Executive Assistant	Change to reporting line to DCE/Executive Director, Corporate Enablement

Table 23: Proposed Reconfirmed Positions – roles in Legal

Current Position Title	Impact on Position
Chief Legal Advisor - Corporate	Change to reporting line to DCE/Executive Director, Corporate Enablement
Senior Solicitor	No change
Senior Solicitor	No change
Senior Advisor - Security and Risk	Change to reporting line to Manager People and Capability Change title to Senior Advisor, Security
Senior Advisor, Health, Safety, and Facilities	Change to reporting line to Manager People and Capability Change title to Senior Advisor Health & Safety and facilities
Principal Solicitor, COVID-19 Inquiry (fixed term)	No change
Principal Advisor, COVID-19 Inquiry (fixed term)	No change
Advisor, COVID-19 Inquiry (fixed term)	No change

Table 24: Proposed Reconfirmed Positions – roles in Organisation, Direction and Development

Current Position Title	Impact on Position
Principal Advisor, Organisational Development	Change reporting line to Manager Culture and Capability Change title Principal Advisor, Culture and Capability
Senior Advisor	Change reporting line to Manager Strategy, Performance and Risk Change title to Senior Advisor, Assurance, Risk and Accountability
Senior Advisor	Change reporting line to Manager Strategy, Performance and Risk Change title to Senior Advisor, Assurance, Risk and Accountability
Senior Advisor	Change reporting line to Manager Strategy, Performance and Risk Change to title to Senior Advisor, Analytics
Advisor, SGE	Change reporting line to Manager Culture and Capability Change title Advisor, Culture and Capability

Table 25: Proposed Reconfirmed Positions – roles in Ministerial Services

Current Position Title	Impact on Position
Senior Advisor, Ministerial Services	Change reporting line to Manager Ministerial and Executive Services
Senior Advisor, Ministerial Services	Change reporting line to Manager Ministerial and Executive Services
Advisor, Ministerial Services	Change reporting line to Manager Ministerial and Executive Services
Advisor, Ministerial Services	Change reporting line to Manager Ministerial and Executive Services
Ministerial Coordinator	Change reporting line to Manager Ministerial and Executive Services

Table 26: Proposed Reconfirmed Positions – roles in Strategic Communications

Current Position Title	Impact on Position
Principal Advisor, Communications	Change reporting line to Manager Ministerial and Executive Services
Senior Advisor, Communications	Change reporting line to Manager Ministerial and Executive Services

Cabinet Office

The Cabinet Office plays a critical role in supporting the effective functioning of government. It provides impartial secretariat services to the Executive Council, Cabinet, and Cabinet committees, ensuring the smooth operation of these key institutions.

The Office also delivers impartial advice to the Governor-General, Prime Minister, and other ministers on constitutional, policy, and procedural issues, particularly those outlined in the Cabinet Manual.

Additionally, it supports the coordination of the government's legislative programme and administers the New Zealand Royal Honours system.

The SageBush review concluded that low resourcing levels in the Cabinet Office have the potential to impact on service delivery. Despite this the Cabinet Office is performing its core functions effectively within its current resourcing.

The Cabinet Office has been carrying a number of vacancies. Those positions will be retained, with the exception of a vacant Principal Advisor role in the Constitutional and Honours team, which will be disestablished.

No other substantive changes are proposed for Cabinet Office as there are only a limited number of ways to organise a small structure that presents as financially sustainable into the future.

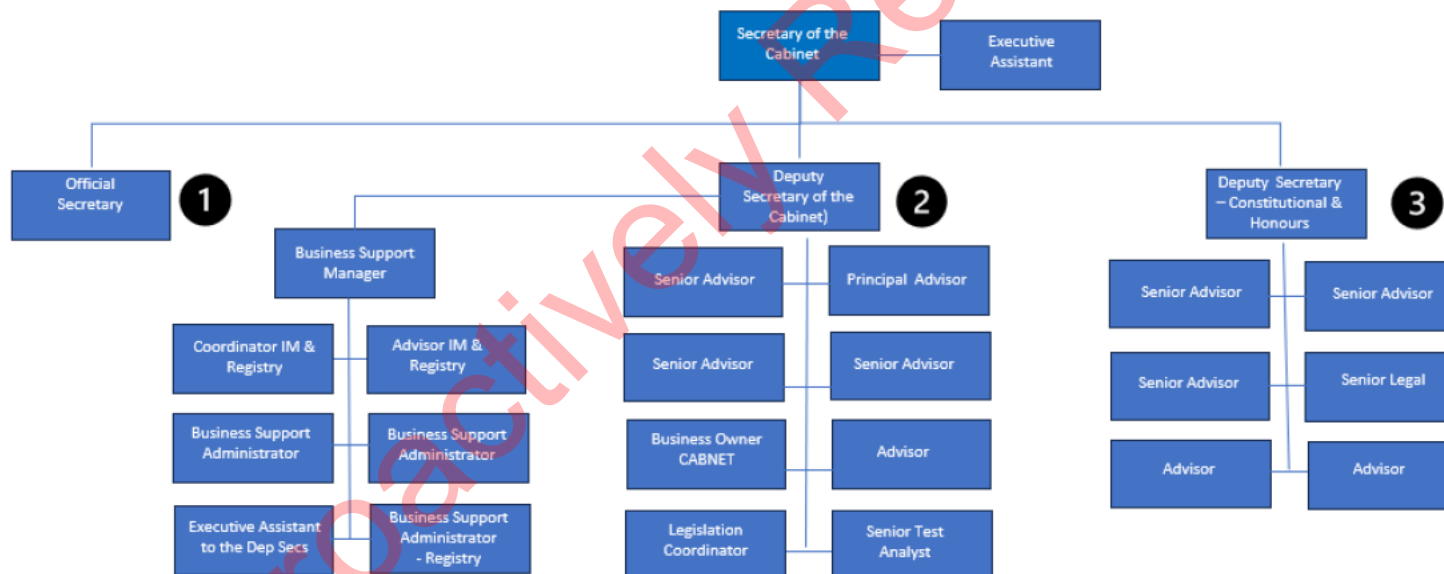
Proposed structure – Cabinet Office

Figure 14: Proposed Structure – Cabinet Office

Cabinet Office

EXISTING ROLE

NEW ROLE



Government House

The Government House team supports the Governor-General across the four main duties of the office: constitutional, ceremonial, community leadership and international. It also undertakes kaitiakitanga (stewardship) for the heritage buildings and grounds of the Government Houses in Wellington and Auckland.

The work of Government House is unique and important. It contributes to ensuring that New Zealand's systems and institutions of government are trusted and effective, by providing operational and administrative support to enable the Governor-General to perform their constitutional functions, providing planning and support for the delivery of a programme that allows them to engage with a wide range of New Zealanders, and offering visitor and educational services. At the same time, the Government House team also provides close personal support to the Governor-General and their spouse.

The two Government Houses and their grounds are national taonga, with important heritage values, and are also significant taxpayer funded assets. The maintenance and stewardship of both Houses and their grounds is a critical part of the Government House function.

What Problems Are We Trying to Solve?

Rising costs and increasing pressure on the department's budget mean that we need to review the staffing structure and operational framework of Government House, to ensure that we are using our funding as efficiently and effectively as possible, and that our resources are in the right places to deliver on our core functions. In the current fiscal environment, we need to make choices around where we allocate our resources so that we can continue to deliver our core functions to a high standard.

The operating requirements for Government House may vary depending on the office holder of the day, but the core functions remain the same:

- Providing for the wellbeing of the Governor-General and their spouse through household and personal support.
- Supporting the Governor-General to perform their constitutional duties.
- Planning and delivery of ceremonial and community events in alignment with the Governor-General's strategic objectives.
- Kaitiakitanga of two nationally significant properties through planned works and remedial maintenance.
- Providing educational resources and tours that increase New Zealanders' understanding and awareness of the role of the Governor-General and the history and significance of Government House.

Proposed Changes

Some changes are proposed to better align our available resources to the areas that they are needed most, and to better support delivery of some key services.

In proposing these changes, we are mindful that there will be some variations in patterns of service demand according to the needs and priorities of a particular Governor-General. The operating model needs to be flexible enough to accommodate those variations.

1. Shift of Resources to Wellington:

The Auckland House plays an important part in the Governor-General's programme, and as a heritage asset, it must be maintained to a high standard. However, over successive years, we have seen a steady decrease in the amount of time that Governors-General spend at the Auckland House. The bulk of the programme is delivered from Wellington, which is the Governor-General's primary residence, and where they spend most of their time. This has been a consistent pattern across a number of office-holders.

We have limited resources, and we need to ensure that they are available where they are needed most. For that reason, we propose to reallocate resources from Auckland to Wellington, to bolster the direct support available to the Governor-General and to allow for more rotation of staff on duty in Wellington.

We propose to reallocate the senior front of house role and sous chef role to Wellington. The current practice of staff traveling to Auckland to support the Governor-General as required will continue.

We propose there should be a staff resource in Auckland to manage maintenance and contract administration.

2. Introduction of a Chief Operating Officer (COO):

The introduction of a Chief Operating Officer position is intended to support and drive a continued high level of operational performance at Government House. The COO will have a primary focus on addressing operational matters, including improving financial literacy and management across the teams. Their presence will help to resolve immediate operational challenges, and allow the Official Secretary to focus on their role of contributing to high level strategic direction setting, risk management and policy and related advice for the Office of the Governor-General. They will have a key role in the management of the two heritage assets (the two Government Houses and their grounds).

The COO will deputise for the Official Secretary when they are out of the country, sick or on leave.

3. Consolidation of the operational functions under Food and Beverage team:

The proposal involves bringing the housekeeping function under the Team Leader Food and Beverage. This consolidation is designed to unite services related both to events and to the day-to-day comfort and requirements of the Governor-General, providing a streamlined and more cohesive service experience. Recognising that Wellington is the Governor-General's primary residence, it is proposed to increase the Wellington housekeeping function by 0.5 FTE.

We are also proposing to increase senior support in the Food and Beverage team. The Household Attendant – FOH role will be disestablished and, in its place, a Front of House – Senior role will be created based in Wellington. This role would mean that all FOH positions are at a Senior level and able to provide food and beverage leadership for GH events and supervise casual staff. With the FOH Auckland role disestablished, these senior positions would travel to Auckland to support the Governor-General while they are in residence.

The proposal strengthens the kitchen operations in Wellington by including an additional sous chef and a permanent commis chef.

The changes proposed represent an evolution of the Government House service model, focusing on cohesion, efficiency and the quality of care provided to the Governor-General.

4. Disestablish the Chauffeur role

The proposal also envisages disestablishing the Chauffeur position. The driving requirements for the Governor-General's Chauffeur have decreased significantly over the term of the current Governor-General, to the point that a full-time driver is no longer required.

VIP Transport services would be used instead.

In summary, the proposed changes are:

- Disestablish the Manager, Services (currently vacant) and Manager, Engagement and Events and establish a Chief Operating Officer, who will also deputise for the Official Secretary when required
- Disestablish the following Auckland based roles
 - Team Leader, Government House Auckland
 - Sous Chef, Auckland
 - Front of House – Senior, Auckland
- Reassignment for Team Leader, Food and Beverage to recognise minor change to the role.
- Establish two new roles in the Food and Beverage, Wellington kitchen: Sous Chef and Commis Chef
- Reassignment for the Team Leader, Facilities Management to Team Leader, Facilities and Asset Management due to minor changes to the role.
- Establish a new Maintenance and Contract Administrator in Auckland
- Establish additional Household Attendant – Housekeeping in Wellington.
- Disestablish the Chauffeur role
- Disestablish the Household Attendant – Kitchen role
- Establish two new permanent Front of House – Senior roles in Wellington
- Establish an additional Events Advisor role, and disestablish the vacant Diary and Invitations Coordinator role
- Reporting line change for Team Administrator role, from Executive Assistant to Team Leader, Asset Management

Advantages and disadvantages

Advantages

- Addition of a Chief Operating Officer will allow the Official Secretary to focus on contributing to high level strategic direction setting, risk management and policy and related advice for the Office of the Governor-General, as well as the overall leadership and management of the House. The COO will have an operational focus and will support better financial literacy and practices across the team.
- Having all service functions operating out of Government House Wellington, the Governor-General's primary residence
- Incorporating food, beverage and housekeeping services into one team to ensure consistent personal service to the Governor-General and to better coordinate these functions for events.

Disadvantages

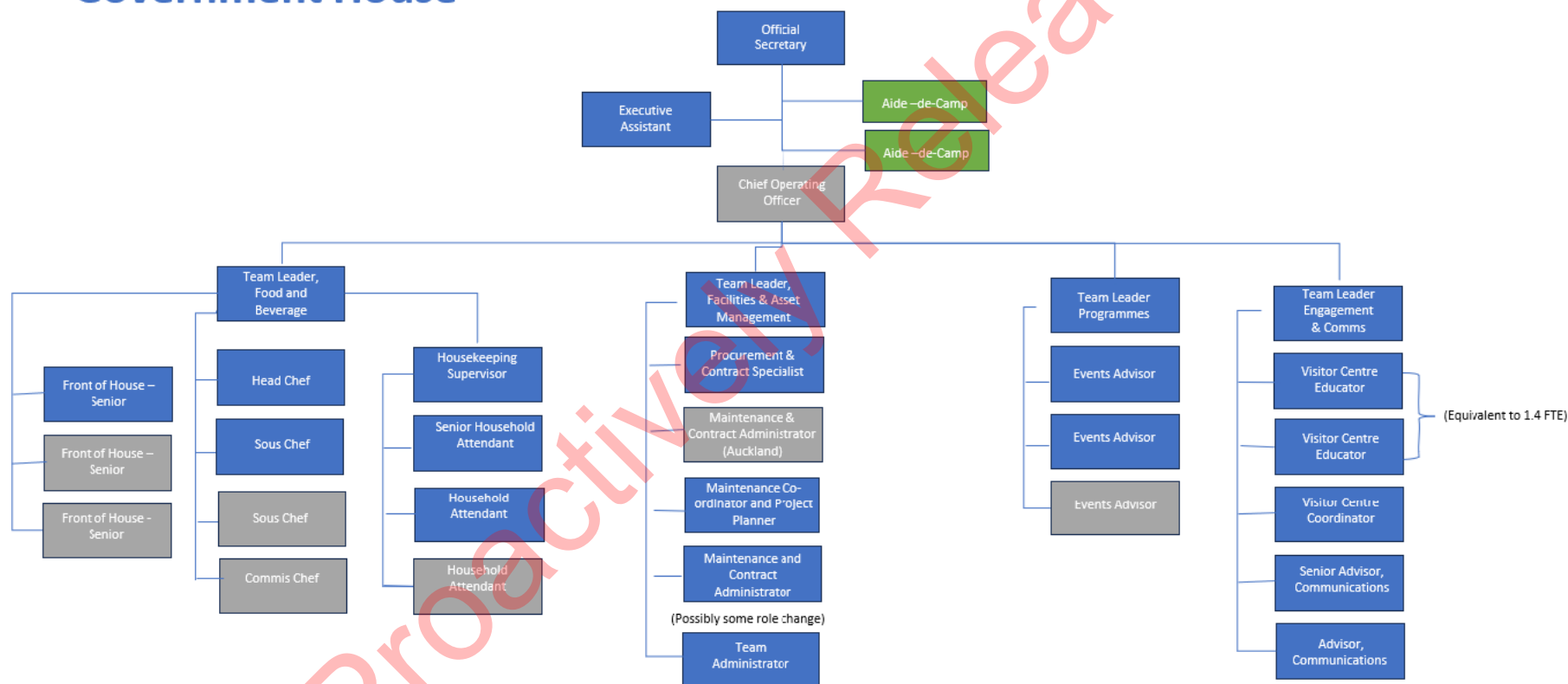
- Decreased footprint in Auckland may result in an increase of travel costs as staff will be required to travel to Auckland to support the Governor-General when required.

Proposed structure – Government House

Figure 15: Proposed Structure - Government House

EXISTING ROLE	NEW ROLE
---------------	----------

Government House



Proposed impacts – Government House

In accordance with the DPMC Change Management Policy, set out in the tables below are the:

- proposed new roles
- roles proposed to be disestablished, and
- proposed reconfirmed roles (this refers to the position; if you are a permanent employee you are reconfirmed in your position).
- Those employed on a fixed-term basis will have their employment end on the date specified in their individual agreement unless advised otherwise.

All of these changes are also reflected in the proposed future organisational charts.

The tables below set out the impacts for staff.

Table 27: Proposed new roles

Position Title	Reports to
Chief Operating Officer	Official Secretary
Maintenance and Contractor Administrator (Auckland)	Team Leader, Facilities and Asset Management
Sous Chef (Wellington)	Head Chef
Commis Chef	Head Chef
Front of House, Senior (Wellington) x 2	Team Leader, Food and Beverage
Household Attendant (Housekeeping)	Housekeeping Supervisor
Events Advisor	Team Leader, Programme

Table 28: Proposed Disestablished Positions

Position Title	Reports to
Manager, Engagement & Events	Official Secretary
Manager, Services	Official Secretary
Team Leader, Government House, Auckland	Manager, Services
Sous Chef (Auckland)	Team Leader, Government House, Ak
Front of House – Senior (Auckland)	Team Leader, Government House, Ak
Household Attendant (Kitchen)	Team Leader, Food and Beverage
Chauffeur	Team Leader, Facilities Management
Diary and Invitations Coordinator	Team Leader Programme

Table 29: Proposed Reconfirmed Positions – roles in Government House

Current Position Title	Impact on Position
Official Secretary	No change
Executive Assistant (Team Leader)	Minor change to role, remove direct report
Team Administrator	Change to reporting line, Team Leader, Facilities and Asset Management

Table 30: Proposed Reconfirmed Positions – roles in Food and Beverage

Current Position Title	Impact on Position
Team Leader, Food and Beverage	Reassigned to Team Leader, Food and Beverage (minor changes to role)
Head Chef	No change
Sous Chef	No change
Front of House - Senior	No change
Front of House – Senior (fixed term)	No change

Table 31: Proposed Reconfirmed Positions – roles in Facilities Management

Current Position Title	Impact on Position
Team Leader, Facilities Management	Reassigned to Team Leader, Facilities and Asset Management (minor changes to role)
Procurement and Contract Specialist	No change
Maintenance Co-ordinator and Project Planner	No change
Maintenance and Contract Administrator	No change
Housekeeping Supervisor	Change to reporting line, Team Leader, Food and Beverage
Senior Household Attendant	No change
Household Attendant	No change

Table 32: Proposed Reconfirmed Positions – roles in Events and Engagement

Current Position Title	Impact on Position
Team Leader Programme	Change to reporting line, Chief Operating Officer
Team Leader, Engagement & Communications	Change to reporting line, Chief Operating Officer
Visitor Centre Co-Ordinator	No change
Visitor Centre Educator	No change

Current Position Title	Impact on Position
Visitor Centre Educator	No change
Senior Communications Advisor	No change
Communications Advisor	No change
Events Advisor	No change
Events Advisor	No change

Proactively Released

Policy Advisory Group and Delivery Unit

The Policy Advisory Group (PAG) serves as the eyes and ears for the Prime Minister on all Government policy, implementation, and operational matters. Its primary role is to provide free and frank advice directly to the Prime Minister to support them in their role as the leader of the Government and the Chair of Cabinet.

PAG is an important institution in the Public Service. that is worthy of safeguarding. It assists good governance, helps the Government-of-the-day achieve its priorities, and plays a key role and supports continuity between administrations.

The Delivery Unit's purpose is to ensure an understanding of the status of delivery of the Government's work programme, issues that need to be addressed and risks that need to be managed.

We are proposing a single option for consultation, which seeks to address under resourcing, to preserve the important institutional function PAG plays at the centre of Government and making it more sustainable over time, and formalise the Delivery Unit integration into its structure.

What Problems Are We Trying to Solve?

There are three problems we are trying to solve through this proposed structure.

1. Under resourcing of the Policy Advisory Group

Over the past eight years funding for PAG has increased by \$0.3m or 8% (well below the rate of inflation) and FTEs have decreased at a time when the number of Ministerial portfolios it services has increased. The PAG consisted of 14 advisors in 2015, it reduced to 13 to meet budget requirements and the last reduction took the PAG establishment down to 12 in 2020. This is notably smaller compared to other similar functions in comparable international jurisdictions.

As a result, resources are limited and there is insufficient back-up if people are away or issues arise. There are also increasing demands for the PAG given the increase in portfolios it services, and an increased expectation to develop its central agency role to provide effective system leadership and to proactively support the government's focus on delivery of outcomes. It will not be possible to meet these demands without an increase in resourcing.

It is noted that there will be a span of control issue as a result of adding new advisors into the PAG. The solution to which is discussed in the proposed model, below.

2. Making the Delivery Unit a permanent part of the Department

The purpose of the Delivery Unit is to support the planning and delivery of the Government's key priorities. It has been in operation since April 2024 and is delivering significant value across the public service in ensuring that actions are being taken to deliver on critical outcomes for New Zealand. This includes the reporting on the progress of achievement of Government Targets and the Government Action Plan to the Prime Minister and Cabinet.

The Delivery Unit also provides guidance to public sector agencies responsible for delivery of these key Government priorities.

The problem we are addressing is that the Delivery Unit has time-limited funding that is due to expire in December 2025. In order to maintain its important role in advising the

Prime Minister on delivering to Government targets and actions, this function needs to be permanent to institutionalise the capability in the system. Integrating the Head of the Delivery Unit into the work of the PAG is important to better enable connections across the proposed policy response to operational delivery results.

3. Development opportunities for PAG advisors and actively managing the pipeline of future PAG advisors

Until 2016 PAG advisors were generally employed on five-year fixed term contracts. However, since 2017 the Department started to employ PAG advisors on an open tenure (permanent) basis, s9(2)(h) . Proposed changes to the Public Service Act 2020 will reconfirm a more recent decision to reintroduce a fixed term model. There are a range of reasons for moving back to a fixed-term model, including:

- Ensuring advisors have recent, relevant experience thereby enabling them to have currency in the public service. A more regular rotation of advisors would also bring different perspectives, approaches and invigorate thinking (which may confirm previous advice given or add to / change the nature of the key advice to the Prime Minister in different portfolios). This should ensure the PAG has a team of high-quality individuals who have current context outside of the Beehive and are therefore well placed to deliver the best advice for the Prime Minister.
- Providing a wider range of opportunities for talented public and private sector policy staff to experience the Beehive / PAG environment and pass on knowledge to others in their next career stages. This will help to grow public sector leaders of the future – it has a benefit for the public service of building a cohort of advisors who understand how policy and politics come together and deliver outcomes for New Zealanders.
- It has been anecdotally reported that some advisors have experienced portfolio fatigue impinging on their ability to continue delivering strong free and frank advice. The shorter fixed-term timeframe should mitigate this risk.

A four-year period aligns with providing a full range of experience across more than one term of any government. Advisors will experience the pre- and post-election environment, set up of government priorities, working with experienced and new ministers, new policy and delivery of that via legislation and implementation, in addition to the day-to-day PAG tasks.

Four-year fixed term roles place a high expectation on the organisation to both identify a pipeline of future PAG advisors and to assist those PAG advisors to transition back to senior roles within an agency. This is also critical in managing the transition of advisors, so they are provided other suitable opportunities, ensuring that we don't have a group of advisors coming off their fixed term contracts simultaneously, creating institutional knowledge and continuity issues. It is not an unreasonable expectation to assume that each PAG advisor receives a degree of ongoing development and support to ensure this happens.

Managing a talent pipeline for an organisation takes both time and effort. We want to enhance the view that being a PAG advisor is a seminal building block in the career of a senior public servant, and a term in the PAG is seen as a place all high-potential public servants can aspire to. In short, we want PAG to be a career escalator – not a destination.

What Options Did We Consider?

Although we explored a range of different options, mainly focused on bolstering PAG's capacity and capability, all were discounted relatively quickly as they were seen to undermine the flat structure of the PAG which is critical to ensure the integrity of the PAG is preserved even when it grows.

Proposed Changes

The proposed changes can be summarised as:

- Formalise the structure of PAG advisors as:
 - 15 PAG advisors and one Foreign Policy Analyst
 - One further PAG advisor to be recruited in FY 26/27
- Confirm the placement of the Delivery Unit to be a direct report to the Deputy Chief Executive, Policy.
 - This will establish a much stronger relationship between the work of PAG advisors to that of the Delivery Unit.
 - The Head of the Delivery Unit would have the same status and role as a PAG advisor and be integrated into the team as any other PAG advisor, including writing notes, coming to meetings, their portfolio will be providing advice on the delivery of the government's targets and quarterly action plans.
- Formalise the current ad hoc PAG clusters into four specific clusters:
 - Social cluster consisting of five advisors
 - Economic cluster consisting of seven advisors (with the additional advisor to be added in 26/27)
 - International and external cluster consisting of two advisors (note that one of the PAG advisors also has social portfolios too) and a foreign policy analyst
 - The Delivery Unit cluster whereby the Head of the Delivery Unit forms part of, and is a PAG advisor
- The total establishment of the Delivery Unit to be established as six FTE's consisting of:
 - Delivery Unit Head/PAG advisor
 - Two Programme Reporting Managers
 - Two Senior Programme Analysts/One Senior Support Coordinator reporting to the EA who may be titled EA/Business Support Team Leader.
- Each PAG cluster would have a nominal cluster coordinator that would be a coordination role rather than a management role (all PAG advisors would continue to be tasked and have direct access to the DCE as they do now). This would be a rotational role and would focus on ensuring the work and activity of the cluster is linked, cross cluster issues are identified and facilitated, and issues are escalated to the appropriate level.
- The establishment of a new role, Director PAG Workforce Development, which would relieve the PAG legal advisor, and the EA of the DCE of some of the administrative requirements of management and operate in a similar way that we sometimes see in

professional services organisations in growing the developing talent. This role would have three major components:

- **Picking up the administrative activity of management**, which includes annual reviews, OIAs, and managing and approving leave.
- **Developing and scouting development opportunities for existing PAG advisors and managing the pipeline of talent to identify future PAG advisors**, which includes working with current PAG advisors to help find development opportunities in the public service and private sector, transitioning them back to a suitable senior role in an agency at the conclusion of their fixed term. Additional support would be provided by the corporate people and culture team.
- This role would also assume management responsibility for the club funded Policy Project
- All administrative support is grouped together and would operate across the group (as it does now) and would report to the EA to the Deputy Chief Executive, Policy. This includes the current administrative role that sits within the Delivery Unit, which is intended to be used more broadly across the PAG advisors given the expansion in numbers.
 - Three Business Support Administrators reporting to the EA.
- The Department would leverage PAG expertise in areas such as Te Tiriti and Policy quality to help see further improvements in these areas.

Advantages and disadvantages

Advantages

- An increase in the number of PAG advisors will address the capacity concerns arising from increasing expectation of the Prime Minister around early intervention and actively driving public service performance, including through seriously stepped-up Central Agency coordination and engagement.
- The establishment of a Director PAG Workforce Development reinforces the emerging high potential model for PAG advisors by placing a strong focus on career support and development and ensures the supply side is proactively managed.
- Formalising a lead of the clusters creates an easy way to coordinate activity and provide a more joined up approach across cluster portfolios.
- Having a rotational cluster coordinator could have strong development benefits and provide both increased profile and growth opportunities for cluster leads.
- It very much replicates professional services' firms where development and pastoral care activity is separated from task delivery and is the responsibility of different individuals.
- Integration between the Delivery Unit and PAG will elevate and strengthen workstreams reciprocally.

Disadvantages

- The role of Director PAG Workforce is a challenging one, as it requires the experience and gravitas of a senior policy professional to work with current PAG

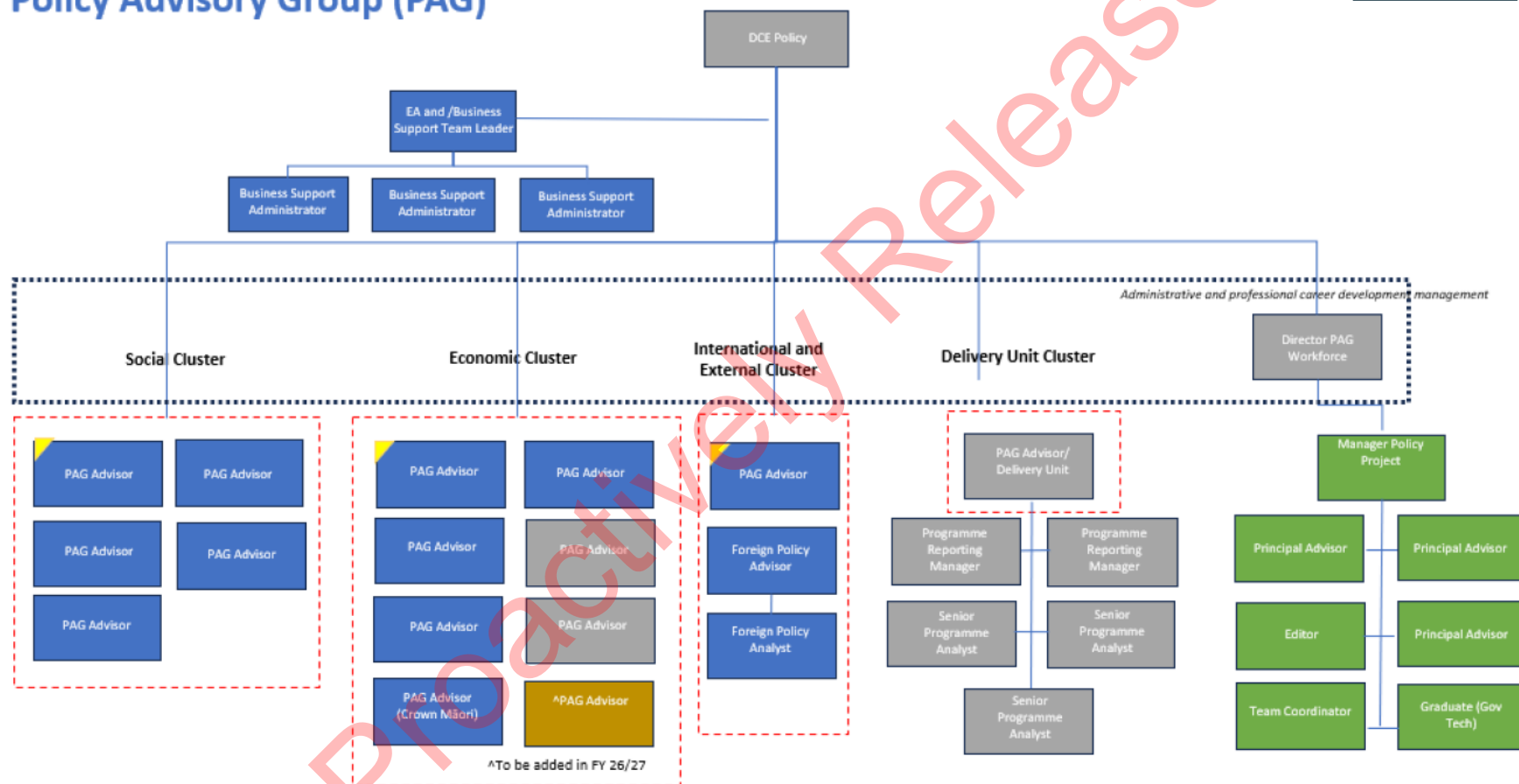
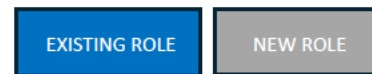
advisors, the development orientation and interest to manage a talent pipeline (including established networks to connect with future talent) as well as being comfortable with the third-party reporting and other management tasks required for the group. The appointment of an appropriately skilled person in that role would be critical to its success.

- Adopting a cluster coordinator approach would require the active support of all PAG advisors to ensure work doesn't necessarily default to a "quasi team leader role" whereby diluting the flatness of the PAG structure.
- Incorporating the head of the Delivery Unit as a PAG advisor could be viewed as broadening the role of the PAG beyond core policy advice. However, the intent is to ensure stronger delivery of free and frank advice where the policy advice and operational advice can be more easily shared across the head of the delivery unit and the PAG advisors.
- Increases the nominal number of direct reports to the DCE Policy from 15 (current) to 18, (although noting that the role of Director PAG Workforce Development partially mitigates against this).

Proposed structure – Advisory

Figure 16: Proposed Structure - Policy Advisory Group

Policy Advisory Group (PAG)



Proposed impacts – Advisory

In accordance with the DPMC Change Management Policy, set out in the tables below are the:

- proposed new roles
- roles proposed to be disestablished, and
- proposed reconfirmed roles (this refers to the position; if you are a permanent employee you are reconfirmed in your position).
- Those employed on a fixed-term basis will have their employment end on the date specified in their individual agreement unless advised otherwise.

All of these changes are also reflected in the proposed future organisational charts.

The tables below set out the impacts for staff.

Table 33: Proposed new roles

Position Title	Reports to
DCE, Policy	Chief Executive
Director, Policy Advisor Group Workforce	DCE, Policy
Advisor, PAG x3	DCE, Policy
Advisor, PAG/Delivery Unit	DCE, Policy
Programme Reporting Manager x 2	Advisor, PAG/Delivery Unit
Senior Programme Analyst x 3	Advisor, PAG/Delivery Unit

Table 34: Proposed Disestablished Positions

Position Title	Reports to
DCE, Policy	Chief Executive
Executive Director, Delivery Unit	Chief Executive

Table 35: Proposed Reconfirmed Positions – roles in Policy Advisory Group

Current Position Title	Impact on Position
Advisor (PAG)	No change
Advisor (PAG)	No change
Advisor (PAG)	No change
Advisor (PAG)	No change
Advisor (PAG)	No change

DPMC: 5014045

Current Position Title	Impact on Position
Advisor (PAG)	No change
Advisor (PAG)	No change
Advisor (PAG)	No change
Advisor (PAG)	No change
Advisor (PAG)	No change
Advisor (PAG)	No change
Advisor (PAG)	No change
Foreign Policy Analyst	No change
Executive Assistant	No change
Senior Support Coordinator	Title change to Business Support Administrator
Senior Support Coordinator	Title change to Business Support Administrator
Senior Support Coordinator	Title change to Business Support Administrator

Table 36: Proposed Reconfirmed Positions – roles in Policy Project

Current Position Title	Impact on Position
Manager, Policy Project	Change to reporting line Director, Policy Advisor Group Workforce
Principal Advisor	No change
Principal Advisor	No change
Principal Advisor	No change
Editor	No change
Executive Assistant / Team Coordinator	No change
Graduate (GovTech)	No change

Table 37: Proposed Reconfirmed Positions – roles in Delivery Unit (Fixed Term roles³)

Current Position Title	Impact on Position
Chief Advisor	No change to fixed term role
Manager, Programme and Reporting	No change to fixed term role
Programme Coordinator/Team Administrator	No change to fixed term role
Senior Programme Analyst	No change to fixed term role

³ The current Delivery Unit roles are fixed term positions and will continue until any proposed new roles are confirmed and appointed to.

DPMC: 5014045

Current Position Title	Impact on Position
Senior Programme Analyst	No change to fixed term role
Dashboard Lead	No change to fixed term role

Proactively Released

Change Management and Implementation

Approach

We are proposing a phased approach to implementation. It is anticipated that the new structure will be established on 1 July 2025, with a plan for the change to be fully implemented by end of September 2025.

This phased approach is to allow people leaders to be involved in the establishment of their team, and where possible people to have information about who their likely manager will be.

Implementation sequencing and planning

The primary purpose of the proposed change management protocol is to develop a process where all affected staff have as many opportunities as possible to secure a role that matches their skills and experiences and enables the organisation to appoint the best suited candidates wherever possible from within the Department.

The proposed protocol follows a cascading selection process where we start at the most senior level and attempt to fill from the pool of affected staff. If we are unable to fill from affected staff the roles would be externally advertised and those who were unsuccessful would be able to participate in the next pool of appointments.

All fixed-term employees whose positions were proposed to be disestablished or changed are proposed to be able to participate in the process, including being considered for new or changed roles. However, it is proposed that where there is a competitive selection process for a new / changed role, preference would be given to permanent employees over fixed-term employees where they otherwise score equally against the proposed selection criteria.

All redeployment/ reassignment decisions would be based on a series of selection criteria that would be developed for each role based on the final Role Profiles. To illustrate the type of criteria that would be used, an example for a Principal Policy Advisor is included in Appendix Two.

Deputy Chief Executive roles

Current Deputy Chief Executives (and equivalent) would be able to express an interest in any similar role that is created in the new structure. They would submit an expression of interest and have their skills, capabilities and experience assessed against the selection criteria for the proposed role. The selection process would include an Assessment Centre and panel interview. The panel interview would include at least one person external to the Department given the importance of these roles and requirement to liaise externally.

If they were deemed to be a suitable match they would be considered for reassignment / redeployment to the new / changed role. Where there was more than one interested affected staff member for a role, the top scoring person would be considered for reassignment / redeployment provided they meet the minimum requirements for the role.

If the roles were unable to be filled from affected staff they would be advertised externally.

If current DCEs were not successful in this process then it is proposed that they could participate in the next round of process (for Directors), elect redundancy, or we would work with individuals to identify other redeployment opportunities as set out in their employment agreements.

Director Level roles

All affected staff (regardless of current level and including affected Managers who believe they have the skills, capabilities and experience) could register an expression of interest for the available roles. They would provide evidence of how their skills, capabilities and experience match the proposed role(s) they are interested in.

They would submit an expression of interest and have their skills, capabilities and experience assessed against the selection criteria for the proposed role. The selection process would include an Assessment Centre and panel interview. The panel interview would include at least one person external to the Department given the importance of these roles and requirement to liaise externally. If they were deemed to be a suitable match they would be considered for reassignment / redeployment. Where there was more than one interested affected staff member for a role, the top scoring person would be considered for reassignment / redeployment provided they meet the minimum requirements for the role.

If they were not successful in this process they could participate in the next selection round of the process (for Managers), elect redundancy, or we would work with individuals to identify other redeployment opportunities as set out in their employment agreements.

If there were still vacant roles at the end of this process, they would be advertised externally.

Band 20 roles

All affected staff (regardless of current level – and may include Principal Advisors who believe they have the relevant skills and capabilities) could register an expression of interest for available Manager roles. They would rank their preferences and provide evidence of how their skills, capabilities and experience match the proposed role(s) they are interested in.

They would submit an expression of interest and have their skills, capabilities and experience assessed against the selection criteria for the proposed role through a contestable selection process. This would include at least a panel interview. Where there was more than one interested affected staff member for a role, the top scoring person would be considered for reassignment / redeployment provided they meet the minimum requirements for the role.

Every affected employee expressing an interest in a new role would be guaranteed an interview.

If they were deemed to be a suitable match they would be considered for reassignment / redeployment to the role.

If they were unsuccessful in this process, they could participate in the next selection round (for Principal Advisors), elect redundancy or we would work with individuals to identify other redeployment opportunities as set out in their employment agreements.

If there were still vacant roles at the end of this process, they would be advertised externally.

Band 19 roles

All affected staff (regardless of current level – and may include more senior staff who were not successfully placed in the previous selection rounds, could register an expression of interest for the available Principal Advisor roles, if they believe they have the skills, capabilities and experiences to undertake them. They would rank their preferences and they would provide evidence of how their skills, capabilities and experience match the selection criteria for the proposed role(s).

They would submit an expression of interest and have their skills, capabilities and experience

DPMC: 5014045

assessed against the selection criteria for the proposed role through a contestable selection process.

Every affected employee who expresses interest in a role would be guaranteed an interview.

If they were deemed to be a suitable match they would be considered for reassignment / redeployment. Where there was more than one interested affected staff member for a role, the top scoring person would be considered for reassignment / redeployment provided they meet the minimum requirements for the role.

If they were unsuccessful in this process they could participate in the next selection round, elect redundancy or we would work with individuals to identify other redeployment opportunities as set out in their employment agreements.

If there were still vacant roles at the end of this process, they would be advertised externally.

Band 18 roles and below.

All affected staff could submit an expression of interest for available roles in order to be considered for reassignment / redeployment. They would indicate their preferences and they would include an application indicating how their skills, capabilities and experience match to the role(s) they are interested in.

They would submit an expression of interest and have their skills, capabilities and experience assessed against the selection criteria for the proposed role. If they were the only person who had expressed an interest in that role, and it was deemed they had the skills and capabilities to successfully perform the role to the required standard, they may be considered for reassignment / redeployment to the role.

Where there was more than one interested affected staff member for a role, the top scoring person would be reassigned / offered redeployment provided they meet the minimum requirements for the role.

We would continue to seek reassignment / redeployment options for any affected staff not reassigned / redeployed in this part of the process along with the other options set out in their employment agreement. This could include considering new / vacant roles at a higher or lower level where they can demonstrate they have the requisite levels of skills and capabilities to effectively perform the role.

If there were still vacant roles at the end of this process, they would be advertised externally.

Glossary

Term	Definition
Disestablished	A disestablished position is one that will no longer be required in the new structure as it is deemed to be surplus to requirements.
Reassignment	Means an offer of a suitable alternative position within the confirmed new / revised structures.
Reconfirmation	Where an employee is reconfirmed into a position that is the same or a substantially similar position within the confirmed new / revised structure.

Redeployment	Means an offer of a suitable alternative position elsewhere within DPMC or elsewhere in the public sector.
Suitable alternative position	Suitable alternative position is defined as a position which in the opinion of DPMC the employee has the requisite skills, knowledge, and attributes to perform, and retains the employee's level of remuneration.
Affected employee	An employee whose role is proposed to be disestablished, or has been disestablished, as part of or following a change process.
Impacted	Any employee whose role has changed in any way including title and reporting line change (but that is not proposed to be disestablished, and no redundancy situation is created).
Contestable	Where more than one affected employee has indicated they wish to be considered for an available role.
Assessment Centre	An assessment centre is an in-depth process to determine if candidates have the right mix of skills and capabilities for a specific role(s). This process involves a mix of activities and exercises that mirror real job challenges, allowing evaluators to see how candidates perform in practical scenarios, and can include role plays, presentations, and panel interviews.

Transformation Programme

Organisational Structure is one aspect of transformation

DPMC's organisational design is an important tool, but it isn't the solution for every challenge we face. While restructuring can help clarify roles, better align skills and competencies, improve decision-making, and increase efficiency, it doesn't automatically resolve deeper challenges related to how we operate and work together. Lasting change also depends on our operating model, leadership, processes, technology and culture.

True transformation happens when we also focus on how teams interact, how leadership supports change, and how employees feel empowered to contribute. Issues such as collaboration, communication, and cross-team coordination go beyond formal reporting lines and require cultural and behavioural shifts.

A successful organisation is not just well-structured but also agile, responsive, and aligned in purpose. Structural changes can optimise workflows, remove duplication, and enhance coordination. However, for these benefits to be realised and sustainable, the change process must also address the other elements of how DPMC works.

Operating model

For transformation to succeed, DPMC's operating model must align with our strategic goals. It defines how we work, make decisions, allocate resources, and collaborate across teams. Structural change alone won't deliver meaningful improvement without also shifting how we operate.

A clear understanding of our shared goals across the Department and the ability to prioritise effectively is important to delivering for New Zealanders. We also need to be clear on our governance structures and processes to monitor our progress and hold ourselves accountable for delivery.

Optimisation

Structural changes need to be supported by improvements to our processes, workflows, and operational models. If our processes are not efficient or effective, it is harder to realise the benefits of structural change and to do our jobs well. Thank you for your ongoing suggestions and feedback on how DPMC can optimise and improve – this work will remain a focus in the year ahead as we move through the change process and beyond.

Culture and mindset shift

Organisational culture is the collective values, beliefs, attitudes and behaviours that characterise our organisation. It influences many things related to how we work, including behaviour, collaboration and communication, performance and productivity, employee engagement as well as how people react and respond to changes in their environment. We know we have work to do in this area – we need to purposefully evolve our culture to build trust, be open to new ways of working and create an environment where we feel empowered to contribute to continuous improvement. "How" we work, including with each other, should be as important as "what" we do. Reinforcing shared goals and fostering a learning mindset are essential to sustaining improvements over time.

Leadership and capability development

Our leaders are the champions of change. Strong leadership is essential to shape and guide teams through the change process. Leaders at all levels are expected to actively shape the vision, inspire and empower their teams, and model the behaviours needed to embed change as a natural part of how we work. By supporting our leaders and building their capability, our changes are much more likely to be effective and sustainable.

Continuous adaptation and learning

Transformation isn't a one-time event - it's ongoing. To stay effective, we need regular feedback, performance monitoring, and the flexibility to adjust as needed. By fostering a culture of learning and adaptation within teams, we can be ready to meet new challenges and opportunities and build resilience. A commitment to empowering our people and the courage to challenge the status quo will help us continue improving as an organisation.

Engagement with our people

Change is most successful when we feel involved and supported. Clear communication, listening and good support will help us navigate change with confidence.

Design Principles

The foundation of any good organisation design is having a clear set of principles that guide decision making and help execute the organisation's vision. Our vision is to be an influential, agile, high-performing organisation in which our people feel empowered, valued and engaged, through:

- a contemporary, responsive and future-focused way of working; and
- a skilled, energised and high performing workforce.

We have 12 organisation design principles to help us decide how the future DPMC should be structured. After receiving your feedback, we've divided them into three areas:

Strategic Intentions

- Our structure allows us to undertake our stewardship responsibilities and deliver our vision for New Zealanders in the most effective and efficient way possible.
- DPMC does what only DPMC should do.

Design Considerations

- Our structure assists in making it easy to build engagement and create a happy, healthy and high performing organisation.
- We will centralise our corporate functions wherever it makes sense to do so.
- Our Spans of Control are generally wide, but factors in the context of the work.
- We have clear single point accountability for the work we do.

- Our design and internal policies are futureproofed which allows us to flex and adapt as our context and environment changes.
- We design roles in the structure to allow for individual growth and development.

Practice and Policy

- We are a Wellington-based organisation, and our resources are primarily located here.
- We do not cross subsidise and are transparent about the real cost of the work.
- Functions or activities are not duplicated.
- We have an establishment and resourcing model which we work towards.

Criteria to assess the options

When evaluating potential options for organisational change, it is important to assess each one against a consistent set of criteria. These criteria ensure that selected options are not only practical and cost-effective, but also support long-term success, organisational culture, and adaptability in a dynamic environment.

1. Alignment with Organisational Goals

- **Strategic direction:** Does this structure option help us to achieve DPMCs goals and strategic intentions? Furthermore, does it address the problems identified and support the key findings from the *SageBush Review*?
- **Culture:** Does the option align with our desired organisational culture and values?
- **Consistency with design principles:** Does it reflect and support our agreed design principles (as detailed above)?
- **Accountability:** Does it enable clear responsibilities and the ability to hold people to account for outcomes?

2. Cost-Benefit and Practicality

- **Cost-effectiveness:** What is the overall cost of implementation, and does it fit within our allocated funding?
- **Efficiency of resource and time utilisation:** Does the option enable streamlined, effective delivery of work, minimising unnecessary effort and time spent?
- **Practicality:** How feasible is the option in terms of complexity, scalability, and ease of rollout?

3. Long-term sustainability

- **Adaptability over time:** Will it remain relevant and functional as organisational needs and contexts evolve? DPMC is a small department that needs to be agile enough to adapt as priorities change.
- **Responsiveness to the environment:** Can the option respond effectively to internal and external changes?

By applying these criteria, we can ensure that selected options are strategic, sustainable, and supportive of our organisational direction.

Next steps

The following steps will be taken in accordance with an indicative timetable set out below. However, should we need to adapt the process or extend the timeframes then we will make this clear to you.

- **Step 1:** Individual and group meetings to discuss proposed changes and impact on roles and provision of an individual copy of the proposal via email.
- **Step 2:** After receiving feedback from all potentially impacted employees, time will be taken to consider whether or not to proceed with the proposal as stated, and if the decision is to proceed, what alterations, additions or deletions may need to be made.
- If the decision is made to proceed with this proposal, either in its current form or with minor alternations:
- **Step 3:** Individual and group meetings to advise the decision and impact on roles and provide the decision document.
- **Step 4:** Each employee impacted by the decision would have his or her status advised by letter the same day or as soon as possible.
- **Step 5:** There would be a selection process for any new roles.
- **Step 6:** Individual discussions take place for employees whose positions are confirmed to be disestablished, and if applicable, discussions on any other redeployment options.
- **Step 7:** Transition planning and implementation process takes place as we transition to the new structure.

The proposal and implementation timeline is outlined in Table 13, below.

Table 13: Proposal Timeframes

Step	Date
Proposed changes announced, consultation with staff commences including clarifying proposal, seeking feedback	12 – 15 May 2025
Consultation feedback closes	4 June 2025
Feedback is considered and decisions are made on the proposed changes	5 June – 27 June 2025
Decision announced and impacted employees notified individually	30 June - 3 July 2025
Transitioning activities including Expressions of Interest; Options discussions, and recruitment for new roles.	3 July onwards

Transition planning and implementation	
Transition to new structure commences	7 July 2025
New structure effective across the organisation in line with the implementation requirements of each group.	30 September 2025

Proactively Released

New Structure Role Out and implementation Timeline

- Internal EOI and External Recruitment Process Plan and timeline

The following table presents a horizontal timeline reflecting the indicative cascading approach and actions as agreed by ELT.

Tranche 1 – 3 follows a similar pattern of; invitations for Internal EOI, a selection process resulting in reassignment or redeployment, followed by external advertising if required.

Action Items / Weeks		7 July	14 July	21 July	28 July	August	Sept	Oct	Nov	Dec
DCE Level	Tranche 1	Open registrations for EOI	Conduct Selection Process Assessment Centre and Panel Interview	Determine Outcome and finalise reassignment / redeployment.						
	(External)			Initiate External Advertising if required	External application review and selection	Assessment Centre and panel interview	Likely onboarding of new external appointment			
Director Level and Band 20 Roles	Tranche 2		Open Registration for EOI	Conduct Selection Process	Director level Assessment Centre and Panel Interview Grade 20 roles Panel Interview only	Determine Outcome and finalise reassignment / redeployment				

Action Items / Weeks		7 July	14 July	21 July	28 July	August	Sept	Oct	Nov	Dec
	(External)					Initiate External Advertising if required	External application review and selection	Assessment and panel interview. Confirm appointments	Likely onboarding of new external appointments	
Band 19 Roles	Tranche 3					Open registrations for EOI (only if Internal Director / Leader roles have been confirmed)	Conduct Selection Process and interview. Determine Outcome and finalise reassignment / redeployment			
	(External)							Initiate External Advertising if required External application review and selection Interview process and appointments made.	Likely onboarding of new external appointments	
Band 18 and Below	Tranche 3					Open registrations for EOI (only if Internal Director /	Review and carry out Contestable Process			

Action Items / Weeks		7 July	14 July	21 July		August	Sept	Oct	Nov	Dec
	(External)					Leader roles have been confirmed)	Reassignment / redeployment confirmed	External Advertising	Selection and interview	Appointments / Onboarding

Please note that a cascading approach can sometimes lead to overlap if the previous level's process is completed early, if multiple processes are efficiently managed in parallel, or if roles require external advertising and processing applications etc.

This will be evident as some business units will have fewer requirements for change and therefore be able to reduce lengthy time delays and the resulting uncertainty for role reassignments in the lower level grades.

We are conscious having a cascading approach for each tranche will require efficient time management and potentially additional resources to handle the timelines. Close coordination, a streamlined decision-making process, and clear, constant communication are crucial to meet these tighter deadlines. The final timelines will depend heavily on the complexity of the roles, the number of candidates, and the resources available for the selection process.

Support available

We understand that the change process can be challenging and daunting for staff. We are committed to providing help to you as your well-being is of primary importance. All staff will have support through the entire change process. A number of options are available to ensure everyone gets the appropriate support.

Your people leader will be able to talk to you about what is available. You may find it helpful to talk through issues as a team. There is not one way that will work for everybody so find the strategies that work for you and your colleagues. We also encourage you to take advantage of our EAP services, the contact details of which are listed below. For those employees that are union members, the union will also be available to provide support.

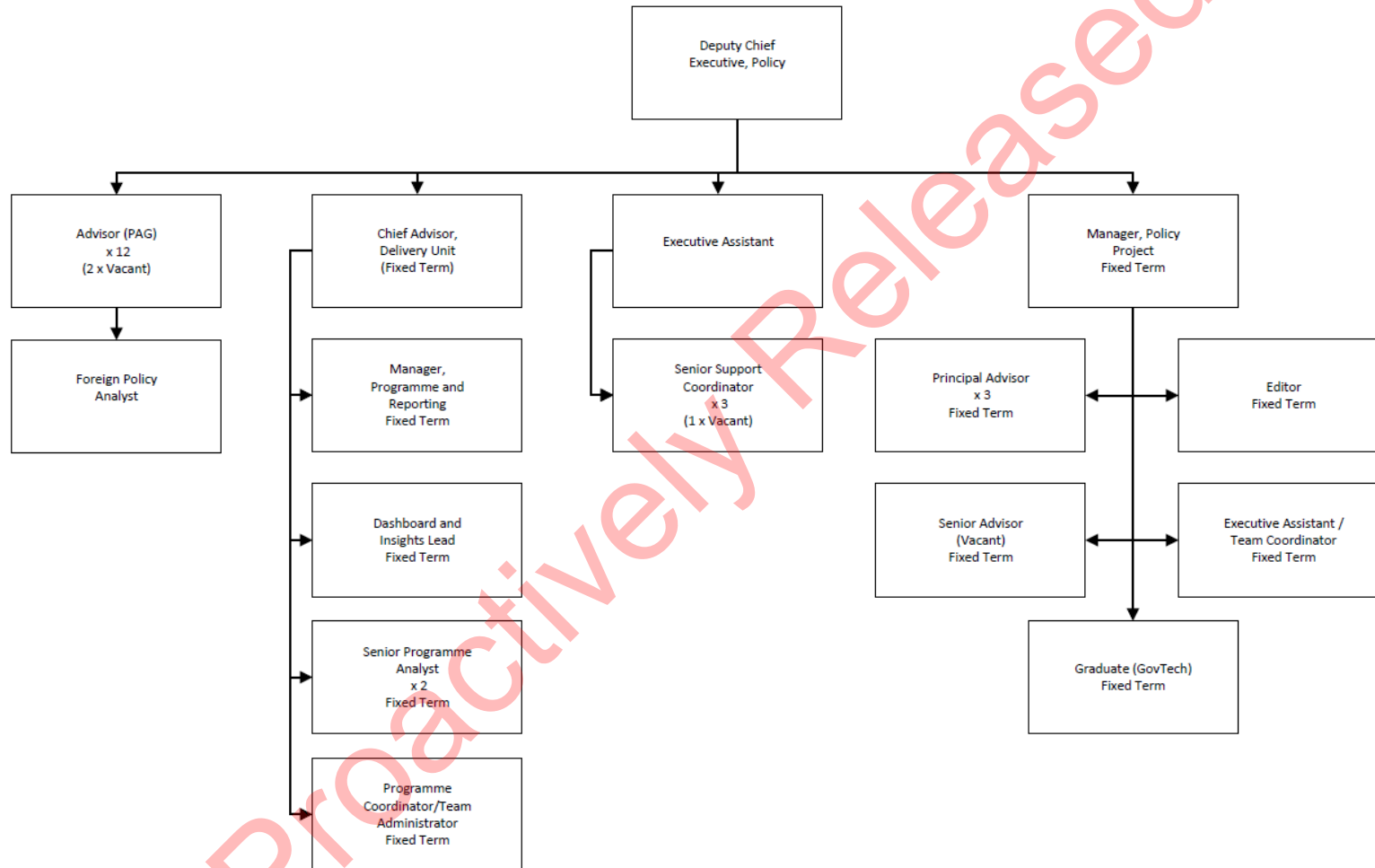
Our employee assistance programme provider is Vitae. The programme is confidential, and you can access the service directly or with help from your manager. We encourage you to access these services to discuss any issues that emerge as a result of these decisions for change.

Vitae is contactable by:

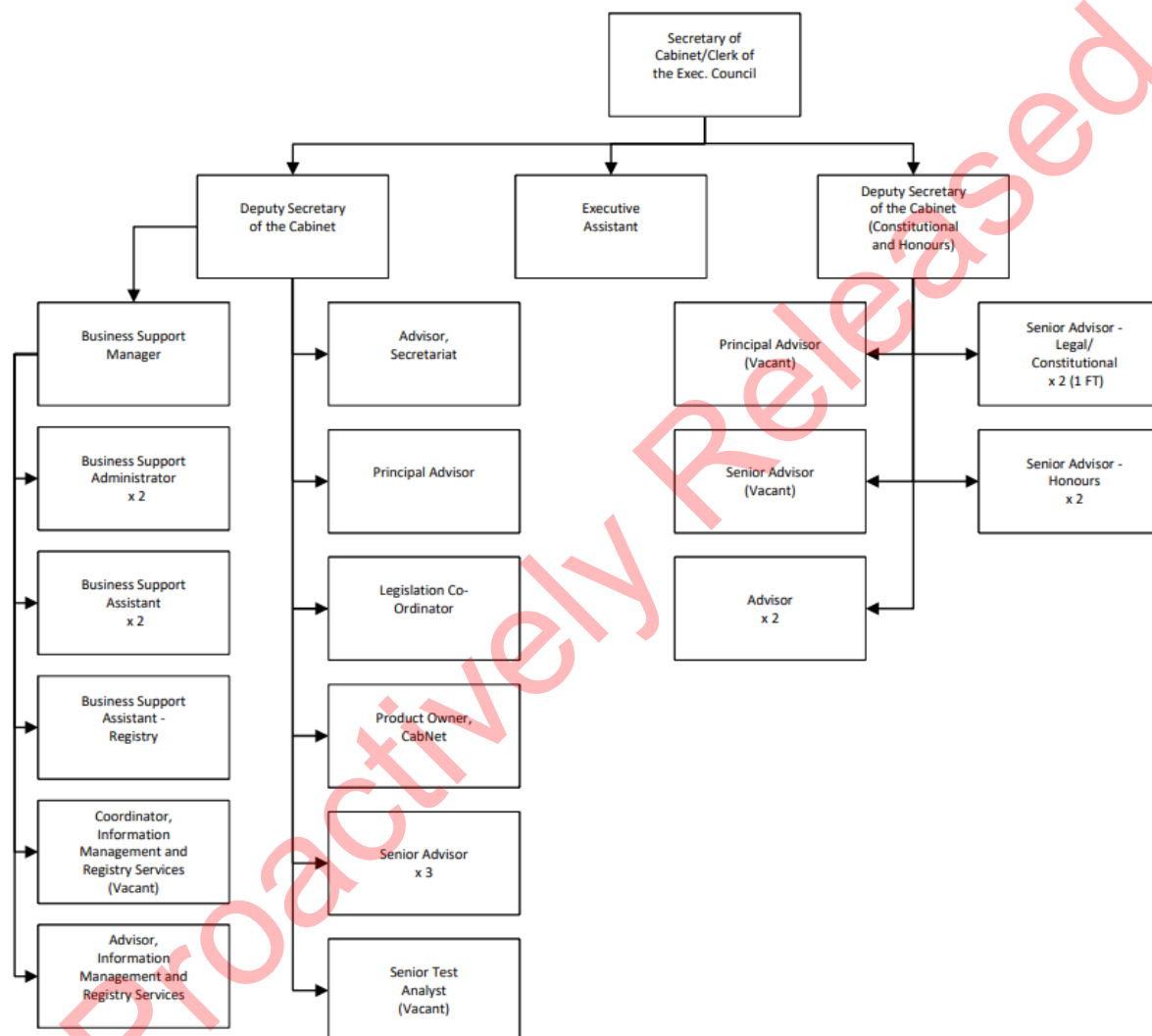
- 24 Hour Free Phone: 0508 664 981
- Email: assistance@vitae.co.nz
- Internet: www.vitae.co.nz

Appendix 1: Current Structures

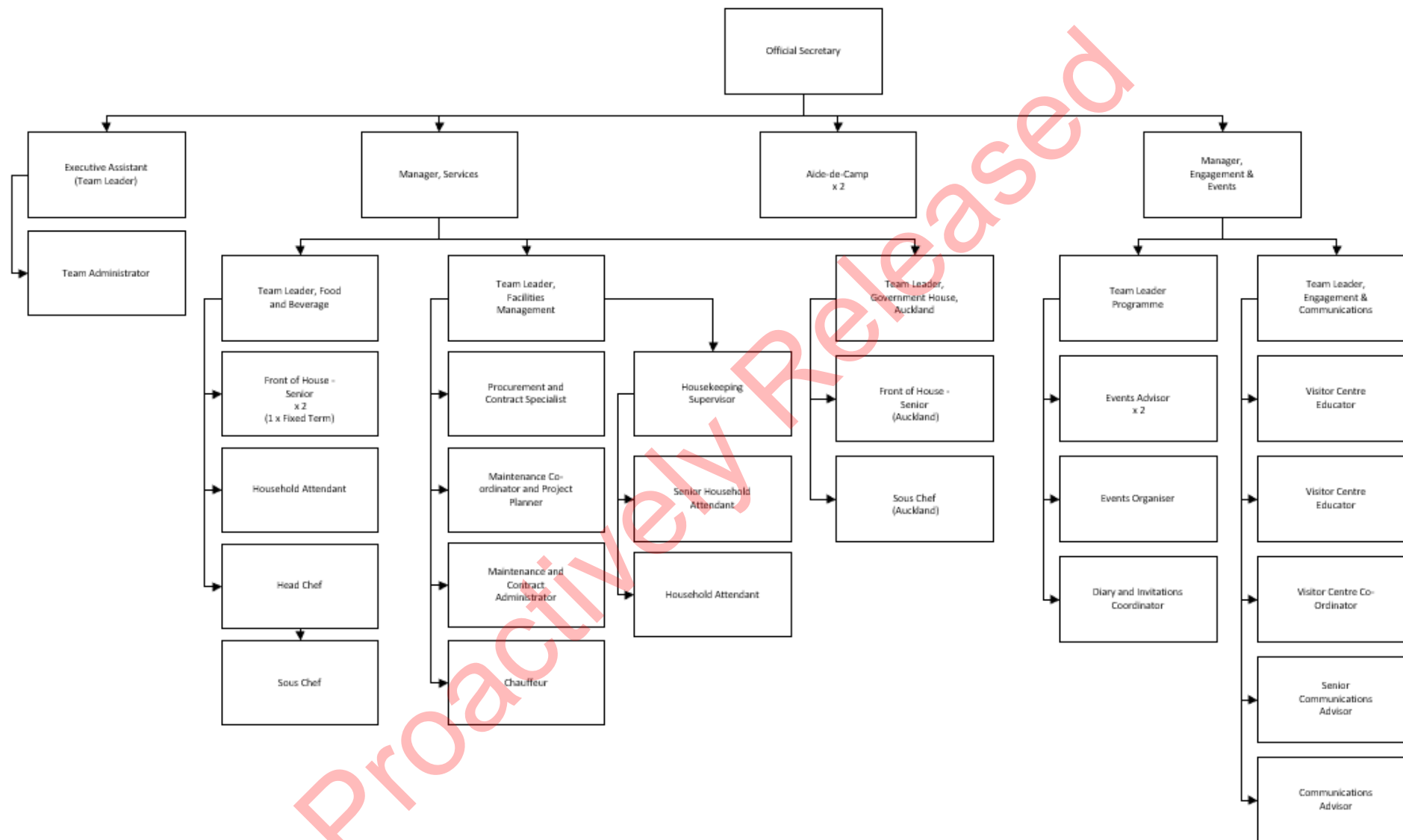
Policy Advisory Group



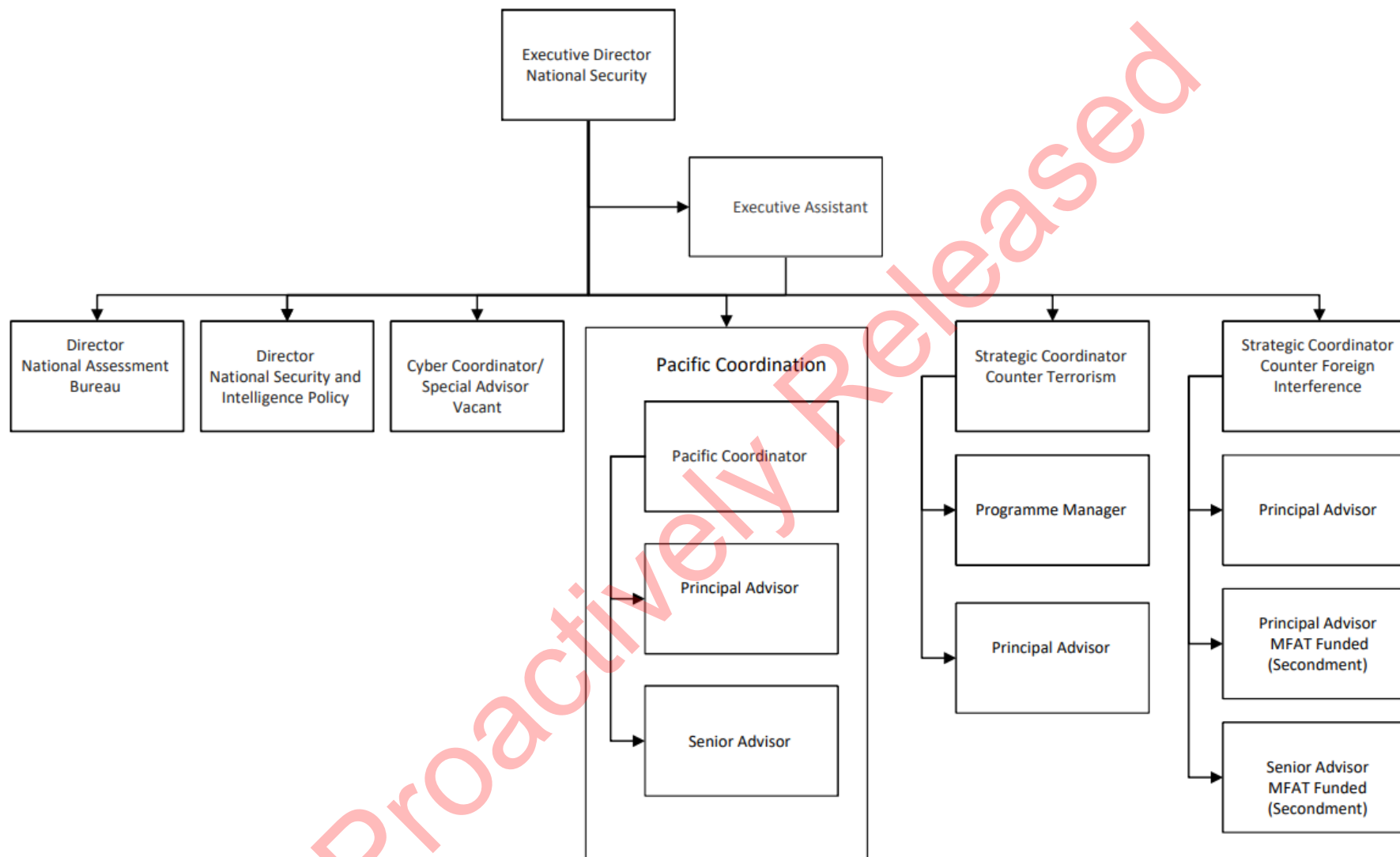
Cabinet Office



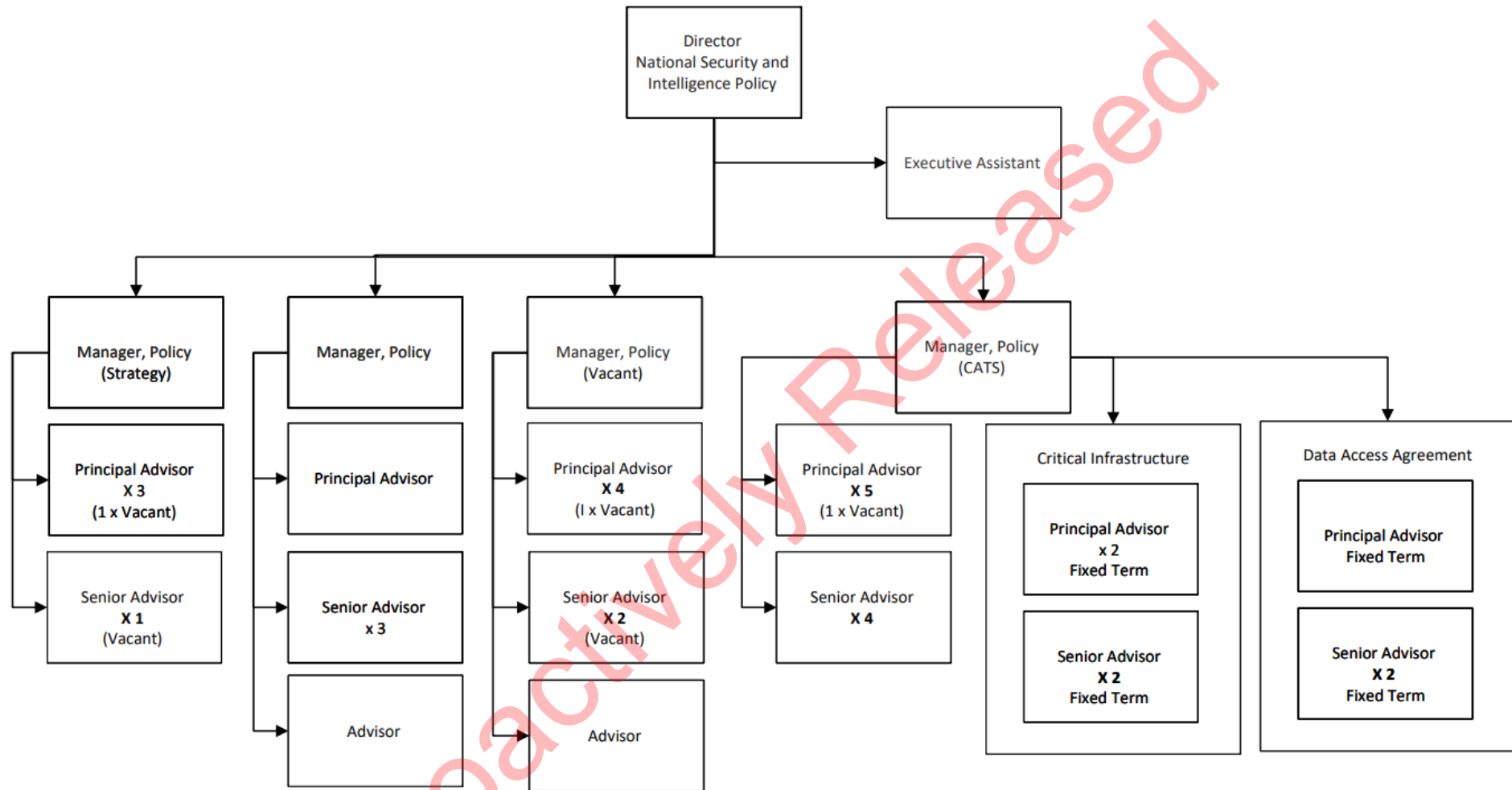
Government House



National Security Group



National Security Group – National Security Policy Directorate

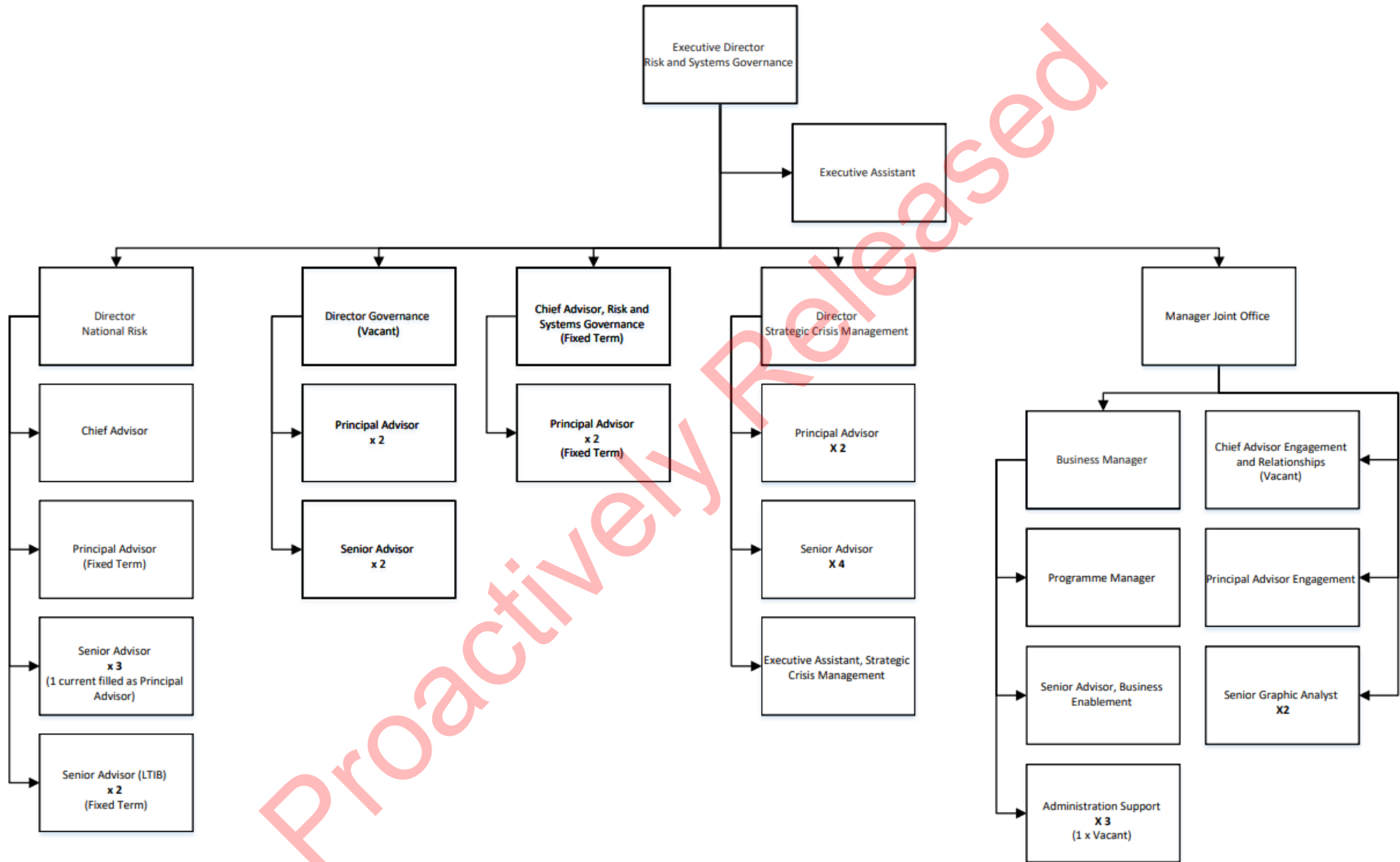


National Security Group – National Assessment Bureau

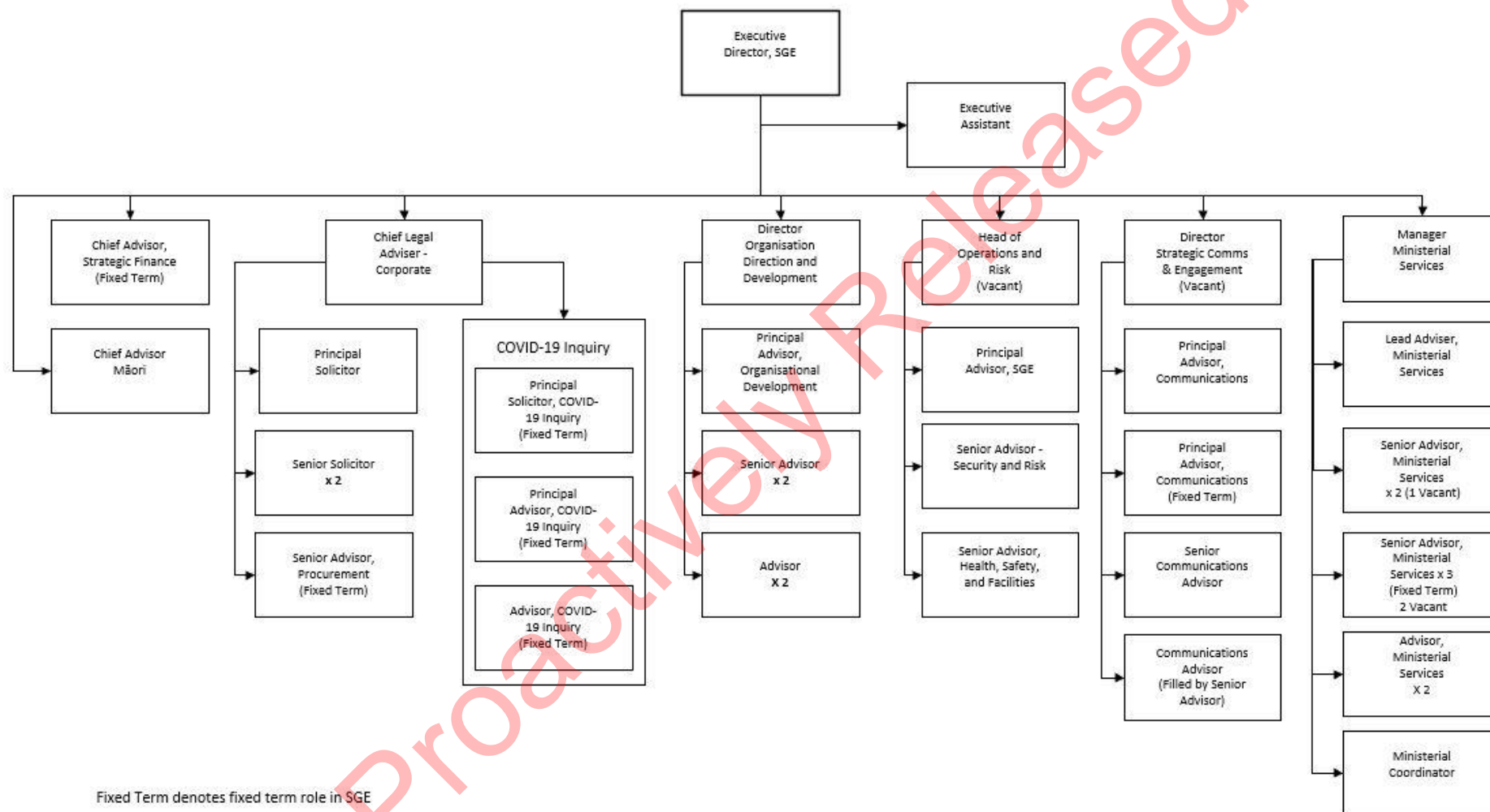
s6(a)

Proactively Released

Risk and Systems Governance Group



Strategy Governance and Engagement Group



Appendix 2: Selection Criteria

Selection Criteria (Illustrative Example)

Expressions of interest will be assessed against the key competencies, attributes and behaviours detailed in the role profile. Typically, these will be in line with public sector foundational knowledge, skills and experience. As an example, a Principal level role would most likely be assessed against the following descriptors:

Competency	Panel Agreed Rating (tick or circle)					Evidence Noted
<i>Knowledge</i>	1	2	3	4	5	<ul style="list-style-type: none"> - A deep knowledge of national security, intelligence and/or cyber policy issues, and strategy is desirable. An interest in the field and proven aptitude for fast learning is essential. - A deep understanding of the constitutional roles and responsibilities of the three branches of Government, and ability to lead others to follow processes to ensure policy and legislative proposals meet the requirements of ministers, Cabinet and Parliament. - A sophisticated understanding of the Government's agenda and priorities and relevant political context as it relates to national security.
<i>Applied Skills</i>	1	2	3	4	5	<ul style="list-style-type: none"> - Highly skilled at applying a range of policy frameworks and analytical tools to identify policy problems, analyse issues and develop advice, and know which ones to use for different types and complexities of policy challenges. Can expertly translate complex evidence into insightful and robust analysis that supports advice. - Highly skilled at strategically using evidence from a wide variety of domains to influence and shape policy development, and to identify and address emergent policy issues. Lead others in developing strong evidence-informed policy advice. - Highly skilled at delivering compelling advice to ministers, senior leaders and other decision makers, including offering free and frank advice even when it has not been requested (or demonstrable experience in a relevant field). Experience coaching and leading others to identify effective ways to strategically use the various levers of influence to undertake policy projects that successfully effect change.

						<ul style="list-style-type: none"> - Experience leading the use of appropriate sense-making tools and approaches when developing policy advice on system transformation. Skilled in supporting and guiding others in taking system action and using system awareness when communicating future policy development priorities for the national security system.
Competency skills	1	2	3	4	5	<ul style="list-style-type: none"> - Proven experience leading policy project or programme teams, including ensuring project plans are realistic, workable and joined up across the group and government to ensure desired outcomes are delivered on time and to the right level of quality. Experience establishing and managing clear and meaningful internal and inter-agency governance and decision-making processes. Skilled at applying and advising others on appropriate project management approaches, methodologies, tools and techniques. - Proven ability to proactively build and leverage genuine and enduring relationships within and outside government, and draw on those relationships in your policy work. Skilled at determining what needs to be managed across agencies or the policy system to develop and deliver high quality policy advice, and can skilfully design and lead the engagement processes to achieve it. Experience designing, planning and managing inclusive external engagement on policy that reflects the diverse views of people in New Zealand. - Experience leading others on the choice of policy options and instruments using rigorous criteria and proven design frameworks to identify which is most likely to be successful when implemented. Skilled at addressing resourcing issues and other internal and external challenges and risks that could affect implementation. - Ability to embed a culture of innovation, improvement and commitment to the quality of policy advice across your team, agency and sector. Lead others to identify when there is a need to 'do better things' and to navigate obstacles to innovation. - Highly skilled at producing eloquent, accurate and inclusive communication that persuades and inspires, and communicates complex issues and concepts clearly and succinctly. Confidently able to present information in a variety of settings to a range of audiences. Skilled at mentoring and developing the communications skills of others, including leading others in applying the standards for good quality policy advice in the Policy Quality Framework.
Behaviours	1	2	3	4	5	<ul style="list-style-type: none"> - Proven ability to build and sustain trust-based relationships with ministers, decision-makers and internal and external groups that mean you can have respectful and sometimes uncomfortable conversations

	<p>without damaging relationships and can shape the authorising environment by being able to influence the thinking and behaviour of others. Skilled at anticipating and timing advice for when it can have the most influence and impact.</p> <ul style="list-style-type: none">- Deep understanding of the role of policy practitioners in supporting the Public Service as a system steward. Skilled at putting current government priorities in context in relation to the Public Service's stewardship responsibilities. Can guide others on stewardship matters and constructively challenge short-term thinking in policy making.- Proven ability to manage and prioritise conflicting demands – leading the way in adjusting priorities, pivoting to new challenges and opportunities, redeploying resources, and recovering from setbacks. Ability to lead and support others within your agency and sector to adapt in the face of challenges, uncertainty and change.- Experience seeking out diverse views and perspectives to develop high-quality policy advice, recognising the value of individual and group differences. Can find practical ways to resolve any barriers to including people from diverse cultures, backgrounds, abilities and experiences in policy making.- Actively seek to further develop own knowledge, skills and competencies through a range of experiences, and contribute to the improvement of the quality of policy advice across the Directorate through constructive feedback and coaching.
--	--

Appendix 3: FAQs about the process

1. What is the purpose of consultation?

The purpose of consultation is to give everyone time to reflect on the proposal, consider the implications, and identify areas that could be improved and alternative options.

2. What should I provide feedback on?

We want to hear your opinions, ideas, views and alternative suggestions on all aspects of the proposal. Feedback can take the form of comments, suggestions, or questions.

The following questions are suggested areas to focus on while considering your feedback:

- Does the proposed structure make sense to you?
- What are the risks of the proposed structure?
- What are the benefits of the proposed structure?
- How would the proposed changes impact your role?
- What other information would need to be taken into account when scoping the roles?
- Are there other options that seem more appropriate to you? What are these?
- What have we missed from the proposals? What could be improved or considered in future?

Please note that the above are suggestions only and you are welcome to provide feedback on any aspects of the proposed changes.

3. Do I have to provide feedback?

There is no requirement to provide feedback but we hope that you will take the opportunity to be involved in shaping the future of risk, resilience and national security functions.

4. What will you do with my feedback?

We will read, review and consider all feedback. The feedback may be used to make alterations to the proposed changes. Please note, however, that not all feedback/suggestions may be able to be accommodated.

5. How and when do I provide feedback?

Please provide feedback by 5pm on **Thursday 4 June 2025** in writing by email to s9(2)(k)

6. I don't understand some of the information provided. What can I do?

If you are not sure about something, please ask questions rather than making assumptions (talk to your manager or HR).

We want to ensure that everyone fully understands the proposals. If you are unable to obtain an answer to your question, please submit it as feedback.

7. What support is available to me?

We know that these processes are not easy for people and we want to assure you that we will do everything we can to support you during this time. In the first instance talk to your manager if you have any questions or need to clarify any part of the proposal.

Vitae are also available to provide independent confidential assistance and counselling. You can access the service by calling 0508 664 981 or visiting www.vitae.co.nz

For union members, the PSA has been briefed on the proposed changes and will be invited to provide input during the consultation phase. They are also available to answer your questions and will be invited to attend all employee briefings.

8. Can I see the position description for the new roles

The positions descriptions will be created once the Decision Document has been published. The positions descriptions will then be evaluated and sized as per our current practice. There are short Role Profiles attached that provide an overview of the proposed new roles to assist you in providing feedback.

9. Have any final decisions been made about the proposed changes?

No final decisions have been made about the proposed changes. Employees are being given 2 ½ weeks to make submissions on all aspects of the proposed changes and full consideration will be given to all submissions before any final decisions are made

10. How are we going to implement these changes?

Once the final decision document comes out the week of 30 June, we'll start the phased implementation of the change. It obviously won't be something that will happen overnight. We are adopting a phased implementation approach and the first step is looking at staff who've been impacted and where they might be redeployed across the department.



**DEPARTMENT OF THE
PRIME MINISTER AND CABINET**
TE TARI O TE PIRIMIA ME TE KOMITI MATUA

Decision Document

3 July 2025

Table of Contents

Message from the Chief Executive	4
Background to change	5
Submissions and final decisions	6
Office of the Chief Executive – summary of decisions	8
Office of the Chief Executive – structure chart	9
Office of the Chief Executive – feedback and decisions	10
Office of the Chief Executive – impact tables	12
National Security and Resilience – summary of decisions	13
National Security and Resilience – final structure	15
National Assessment Bureau – final structure	16
National Security Policy and Coordination – final structure	17
National Risk and Resilience – final structure	18
Strategic Crisis Management Directorate – final structure	19
National Security and Resilience – feedback and decisions	20
National Security and Resilience – impact tables	29
Corporate – summary of decisions	35
Corporate – final structure	36
Corporate – feedback and decisions	37
Corporate – impact tables	47
Cabinet Office – summary of decisions	51
Cabinet Office – final structure	52
Cabinet Office – feedback and decisions	53
Cabinet Office – impact tables	54
Government House – summary of decisions	56
Government House – final structure	57
Government House – feedback and decisions	58
Government House – impact tables	61
Policy Advisory Group – summary of decisions	64
Policy Advisory Group – final structure	65
Policy Advisory Group – feedback and decisions	66
Policy Advisory Group – Impact tables	68
General – feedback and decisions	70
Implementation	73

<i>Options Discussion</i>	77
<i>Key Implementation Dates</i>	77
<i>Support for Staff and Outplacement Support</i>	79

Proactively Released

Message from the Chief Executive

Tēnā koutou katoa. This document sets out the final decisions on the Department of the Prime Minister and Cabinet (DPMC) organisation structure. Thank you for your patience and professionalism as my Executive Leadership Team and I have worked through this process, which I know has not been easy for anyone.

We received 115 submissions in response to the proposals. Your feedback included clarifying questions and some useful suggestions. You will see this feedback has been carefully considered, and has informed our final structure design. I have read all the submissions and, during the consultation process, I attended all workshops and drop-in sessions, as well as a number of group meetings. The quality of feedback and engagement, including at the in-person sessions, demonstrate just how much we all care about the work we do, and the pride we place in it. We all do work that is critically important to the lives of every New Zealander.

As my Executive Leadership Team and I have said from the outset, the primary objective of this process of change has been to create a much sharper, streamlined and more impactful DPMC, with a focus on delivery and stewardship. We want the Department to focus on the core things that only DPMC can do, and that we do those things well. It is also about operating a structure that is financially sustainable and scaled to budget, particularly at a time of fiscal constraint throughout the public sector.

Decisions have now been made that affect individuals and these decisions have not been made lightly. While this change is necessary and the case for change is strong, it doesn't make it any easier. Any process like this is difficult. Support is available to you through the change process. I encourage you to talk to your colleagues and people leader if you feel you need to. Please remember to take care of yourself and those around you and use the services available to you.

I am confident the final decision outlined in this document will better position DPMC to where it needs to be in order to meet the challenges that lie before us, and it is my intention to implement our new structure promptly. But this new structure is by no means the final word on how we organise ourselves. It will be stress-tested and remain adaptable, and changes will be made as necessary to ensure our structure continually meets our needs.

The work of DPMC of the Future will continue – it is much more than a structural change. A strong theme that came through the consultation process is the need for DPMC to grow a stronger sense of identity and culture. That's really important to me. While the strength of an organisation's culture is reflected in its drive and delivery, we also need to build an environment where ideas can be contested, and where "how" we work together – and with others – is as important as "what" we do. I want us to foster an environment where people feel connected to our shared purpose and empowered to succeed - you will hear more from me on these issues as we implement the new structure.

Ngā mihi nui,

Ben King

Background to change

The Department of the Prime Minister and Cabinet was formed in 1990 following a review that recommended two separate streams of advice to the Prime Minister – a new government department (DPMC) to supply impartial, high-quality advice and support to the Prime Minister and Cabinet; and a separate Prime Minister's Office (PMO), to provide personal support, media services, and political advice.

Today, DPMC is made up of several business units, all working to support the Government with the best advice to achieve its priorities, the stewardship of our constitutional arrangements, and to ensure New Zealanders are safe, secure, and resilient.

Over the years, DPMC has picked up additional functions depending on the priorities of the Government-of-the-day, which has seen the Department's headcount expand and contract as time-limited responsibilities have come and gone.

Hosting these priority functions has been important. But the additional funding that those functions have brought has a mixed blessing. While those funds have cross-subsidised core Department activity, this has also led to a distorted, unpredictable, and unviable financial model.

Like most parts of government, DPMC is operating in fiscally restrained times and is under firm direction to ensure we are utilising all our resources efficiently and effectively to deliver value and results for New Zealanders.

In 2024, the Department commissioned an independent Strategic Baseline Review, which found DPMC was not financially sustainable long-term, due in part to historical underfunding that has been masked by the cross-subsidisation provided by time-limited functions. Subsequently, the Executive Leadership Team directed the establishment of the DPMC of the Future work programme to create a much sharper, streamlined, and more impactful DPMC.

Submissions and final decisions

This document sets out the final structure for the Department of Prime Minister and Cabinet (DPMC) following staff consultation around proposed changes. This document confirms the future structure, summarises staff feedback around the proposals, and sets out next steps in DPMC's transformation programme. Much of the background information and context for change is not repeated in this document.

On 15 May 2025, a document proposing a new structure for DPMC was provided to staff with feedback sought by 4 June. The proposal document contained a mix of proposed organisation structures that were financially sustainable.

Four facilitated workshops (three in-person and one online) were held in which staff were encouraged to discuss the proposals, including to identify any unintended consequences of the proposed structures. The Chief Executive attended all four workshops, as well as two drop-in sessions where staff were able to discuss the proposals, and to ask questions. Two separate drop-in sessions were also held for DPMC leadership, and the Chief Executive and the Transformation team attended group meetings during the consultation period.

The Transformation Team received 115 submissions, totalling about 300 pages, on top of the feedback gathered at the four workshops and the four drop-in sessions. The Chief Executive also attended team meetings across workgroups. All submissions were read by the Chief Executive and the Transformation Team, and a summary of the feedback was compiled by the Transformation Team and provided to the Executive Leadership Team.

Amendments to the proposed structure were subsequently made that required re-consultation specific for four positions, which saw two further submissions being made.

As a result of the detailed and considered feedback received, and other considerations, including further Executive Leadership Team consideration of the proposed structure and summarised feedback, changes were made to the final organisation design to what was set out in the Change Proposal document. These changes include:

- Introduction of two manager roles in the corporate function to provide a more consistent span of control across teams.
- Retaining the head of Strategic Crisis Management at Director-level (and changing the reporting line) in the National Security and Resilience group.
- Retention of the Principal Solicitor role.
- Addition of further administration roles in some groups.
- Addition of a role, and job level change of another role, in the Ministerial Services team.
- Changes to the nature and focus of the proposed Chief Operating Officer at Government House.
- Change to the balance of the teams in the National Security Policy group and the removal

of the Team Leader position.

- Added a Manager role for the National Risk Team.

We have also decided that the structures outlined in this document will form the basis of a formal “Establishment Model” for the Department, meaning the structure and banding of roles can only be changed by explicit decisions by the Chief Executive (or delegate). More detail around this, and related policies, will be made available as part of the implementation process.

A more fulsome collation of the feedback received, and responses to that feedback, is included in each group section in this document.

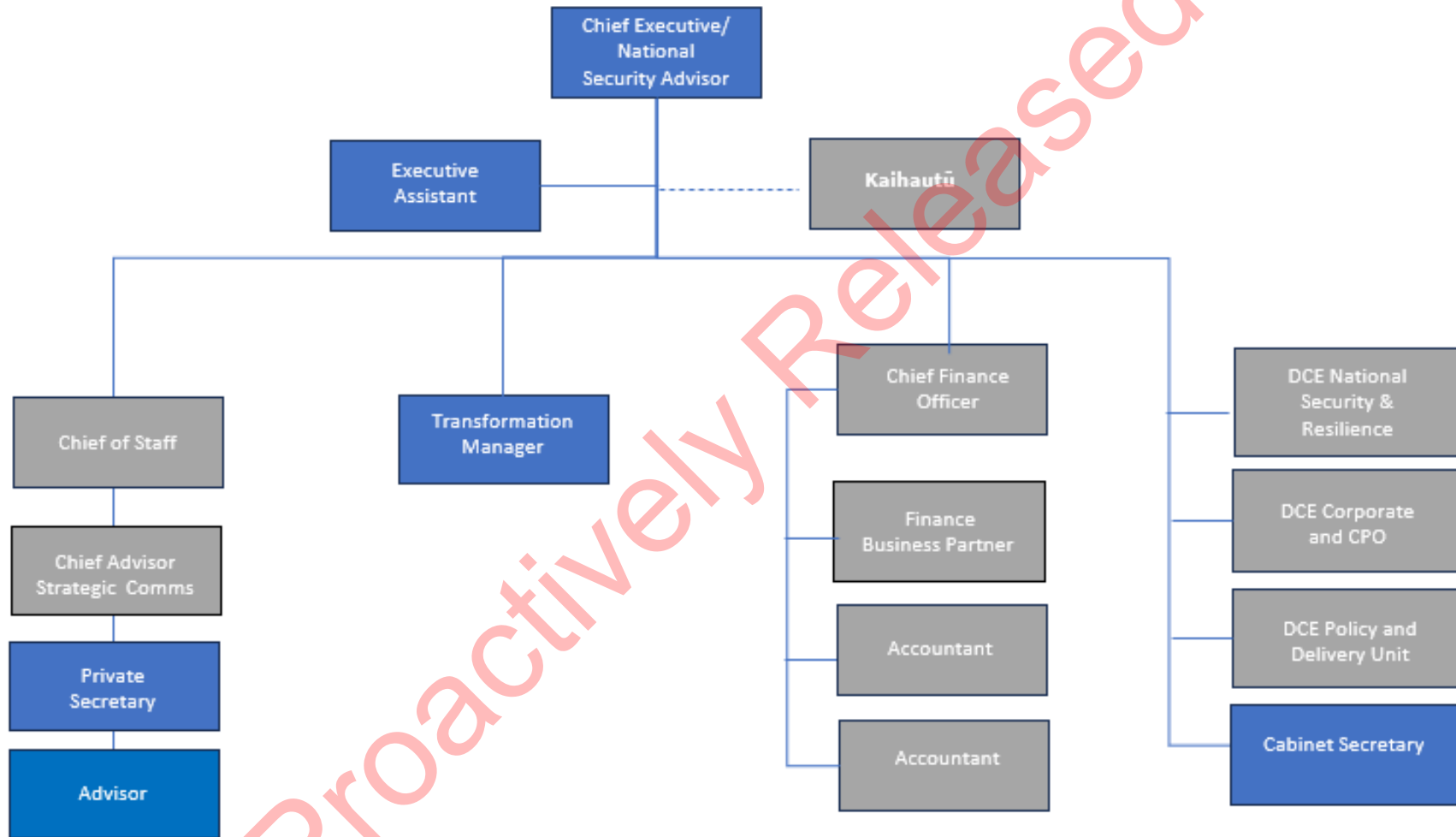
Office of the Chief Executive – summary of decisions

The Office of the Chief Executive (OCE) should provide effective and comprehensive support to enable the Chief Executive (CE) to fulfil their complex legislative, strategic, and operational responsibilities.

To better achieve this, the following organisation changes are confirmed:

- The disestablishment of the Chief Advisor role and the establishment of a **Chief of Staff** role.
- The establishment of a **Chief Advisor Strategic Communications** role that reports to the Chief of Staff.
- The establishment of a **Chief Financial Officer (CFO)** role within the OCE, reporting directly to the CE and supported by three staff, a **Finance Business Partner** and **Accountant x2**.
- The establishment of a part time **Kaihautū** role. Policy support on matters pertaining to the Treaty of Waitangi will be provided by specialists within the Policy Advisory Group, as it does to other departments in the public service, and capability building will be provided by People and Culture, with contracted experts when required.

Office of the Chief Executive – structure chart



Office of the Chief Executive – feedback and decisions

#	Theme	What you told us in your feedback	Our response
OCE1	Transformation Manager role being permanent	<ul style="list-style-type: none"> There were questions about the need for this role and its function, with some seeing it as a possible signal of more restructuring to come. Multiple submissions suggested the role should sit under the CPO for better alignment with culture development. Others questioned how the role fits within the three core functions of OCE. 	<ul style="list-style-type: none"> The Transformation manager role will continue for the next 12-18 months to continue guiding us through the DPMC of the Future programme. This role provides critical support to the Chief Executive and the ELT, which is why it will remain positioned within the OCE, ensuring direct access and the ability to provide timely, strategic advice. It is standard practice to have significant change programmes report directly to the Chief Executive. A strong and collaborative relationship with the DCE Corporate/CPO will also be essential to ensure alignment across priorities and work programmes.
OCE2	Strategic Communications Chief Advisor	<ul style="list-style-type: none"> There were a number of questions about this role, including why it reports to the CE, with some seeing this as inconsistent with the “centralised” design principle. Concerns were raised that its separation from the Comms team could create confusion for business users, who may not know where to go. Submissions asked how the role relates to the rest of the Comms team, including Government House Communications, and whether it might better sit within Corporate, aligned with the Comms team, but physically located with the CE. There were other questions about whether it holds responsibility for Comms Strategy and ODESC, or if that sits with the Comms team. 	<ul style="list-style-type: none"> We acknowledge the feedback provided and confirm that this role will remain within the Office of the Chief Executive (OCE). This role has a different focus to the existing communications function. The Strategic Communications Advisor will be system-focused, with a primary emphasis on aligning DPMC's strategic communications with the wider public sector, driving cross-government coherence, and supporting the implementation of government priorities. It is important for this role to sit within the OCE due to its overarching, system-level responsibilities. Responsibility for DPMC's corporate communications will remain with the Communications team in Corporate.

			<ul style="list-style-type: none"> We have made one change for this role – it will now report to the newly created Chief of Staff, who oversees the Chief Executive's office.
OCE3	Lack of Māori Capability	<ul style="list-style-type: none"> There was concern that DPMC would lose te ao Māori capability by having a part-time Kaihautū, particularly with the role sitting in OCE and separate from People and Culture, which is expected to lead Māori capability development. Submissions noted this could risk placing reliance on kaimahi Māori to lift capability, without necessarily having the support or resourcing to do so. Questions were raised about whether there would be enough funding to bring in external expertise; whether contractors would fully understand DPMC's work; and whether PAG has the time or mandate to share its Treaty knowledge. There were requests for additional resources to support the Kaihautū. 	<ul style="list-style-type: none"> We have carefully considered the feedback received and have decided to proceed with the Kaihautū role on a part-time basis. We are encouraged by the success of this model within the Public Service Commission (which is a similar sized organisation to DPMC). As our needs in this area continue to grow, we remain confident in our approach to strengthening this capability and sharing the knowledge across DPMC to support our collective aspirations. The Chief Executive and ELT would also like to acknowledge and express their deep appreciation for the valuable contributions of our kaimahi Māori, who have played, and continue to play, a key role in advancing this important work. Additionally, we have consulted with the Deputy Chief Executive Policy about the role that PAG may play. We are fortunate that the Department has such deep policy/legal expertise relating to the Treaty of Waitangi that we can draw upon, in the same way it does for other departments. For this model to work, the Kaihautū and kaimahi Māori will play a significant role in shaping the direction and output of any capability-building initiatives. Building capability will be the role of the People and Culture team who will work actively with the Kaihautū and kaimahi Māori. We considered carefully the suggestion on adding a further advisor to support the Kaihautū. We have decided not to progress that suggestion at this time.

Office of the Chief Executive – impact tables

Position Title	Established Positions Current	Established Positions Proposed	Proposed Impact (proposal)	Final Impact (Decision)
Chief Finance Officer	0	1	New role reports to Chief Executive	Confirmed, reports to Chief Executive
Finance Business Partner	0	1	New role reports to Chief Financial Officer or DCE, Corporate CFO	Confirmed, reports to Chief Finance Officer
Management Accountant x2	0	2	New role reports to Chief Financial Officer or DCE, Corporate CFO	Confirmed, renamed Accountant and reports to Chief Finance Officer
Kaihautū	0	1	New role reports to Chief Executive	Confirmed
Chief Advisor to the Chief Executive	1	0	Disestablished (Secondary consultation)	Disestablished
Chief of Staff	0	1	Proposed in the secondary consultation process	Confirmed, reports to the Chief Executive
Chief Advisor, Strategic Communications		1	New role reports to Chief Executive	Confirmed, reports to Chief of Staff
Advisor	1	1	No change	No change
Executive Assistant to the Chief Executive	1	1	No change	No change
Transformation Manager	1	1	No change	No change
Private Secretary	1	1	No change	No change

National Security and Resilience – summary of decisions

The National Security Group (NSG) and the Risk and Systems Governance Group (RSGG) play an important role in ensuring New Zealanders are safe, secure and resilient.

Under the final decisions, a centralised structure will be adopted where NSG and RSGG come together as **National Security and Resilience Group (NSR)**. Under this model the two Executive Director roles will be disestablished, and a **Deputy Chief Executive, National Security and Resilience** role will be established. This role will also be the **Deputy National Security Advisor**. Other final decisions include:

National Security Policy and Coordination

- A Director and two manager roles will be established, under which there will be **two policy clusters**: the **National Security Coordination and Emerging Issues** cluster and the **Strategy and Policy** cluster.
- The Strategic Coordinator roles will be disestablished. And a staffing mix of five Advisor, 10 Senior Adviser and seven Principal Adviser (reduced from nine Principal Advisers in the Proposal) roles will be implemented.
- Establishment of **Cluster Coordinators** (Principal Adviser-level with no people management duties).
- The two Managers and the Director would share a **Business Support Coordinator** between them.

Risk and Resilience

- The establishment of a **Director National Risk and Resilience**, to which two new fixed term roles will report to - a **Manager, National Resilience Policy**, and a **Manager, National Risk**.
- A role, proposed as a Principal Adviser-level, will become a **Manager**-level role.
- A support role will be retitled **Business Support Coordinator**, for consistency across the business.
- Both Manager roles to be fixed term until December 2027 to assess demand and ongoing need

Strategic Crisis Management

- SCMU is renamed **Strategic Crisis Management Directorate** and is led by a Director.
- Support roles will be retitled **Business Support Coordinators**, for consistency across the business.
- The proposed advisor role will not proceed.

Joint Office will be disestablished

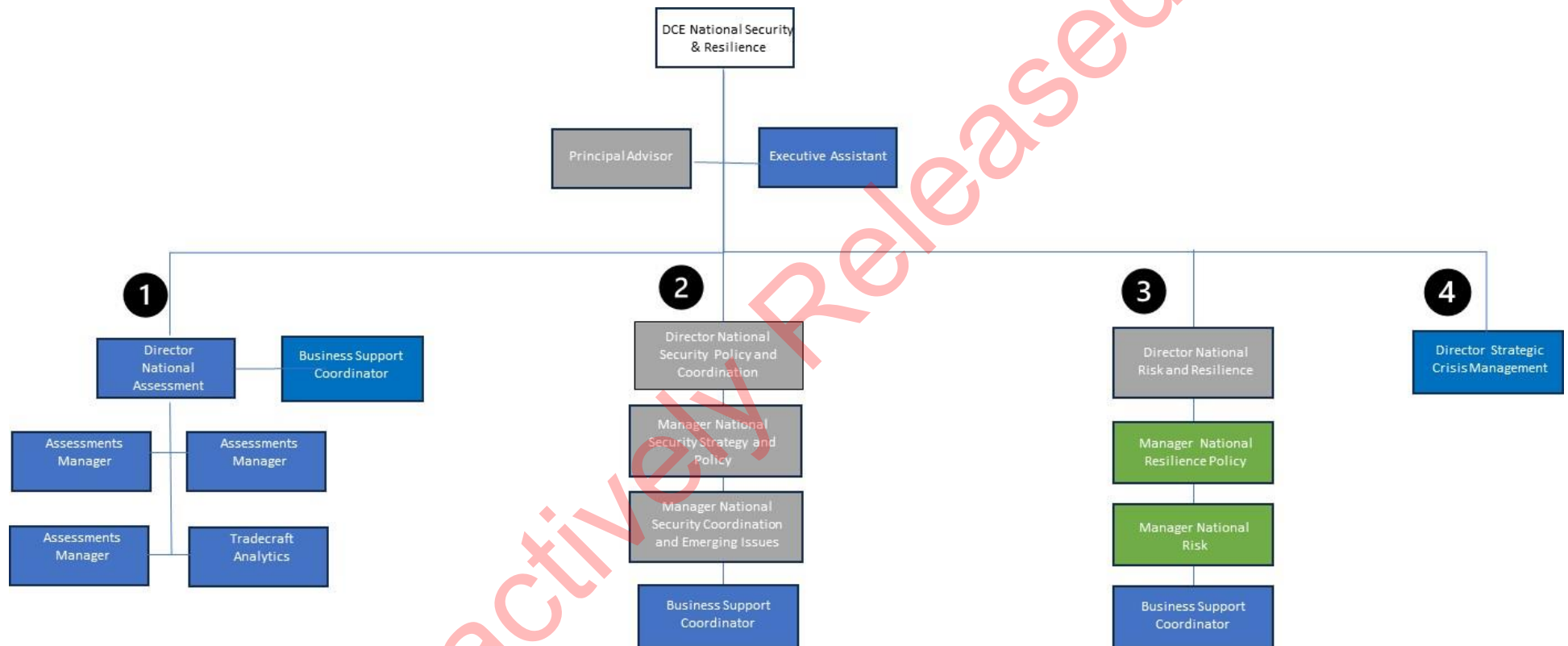
- The two **Senior Graphic Analysts** and the **Senior Advisor, Business Enablement** roles will shift to Corporate, and a **Business Support Coordinator** will support the Director, National Risk and Resilience.
- The Manager, Joint Office (filled by secondee), Business Manager, Business Support Administrator x 2 (fixed term), Chief Advisor, Engagement and Relationships (vacant), and Principal Advisor, Engagement roles will be disestablished.

National Assessments Bureau

s6(a)

Proactively Released

National Security and Resilience – final structure

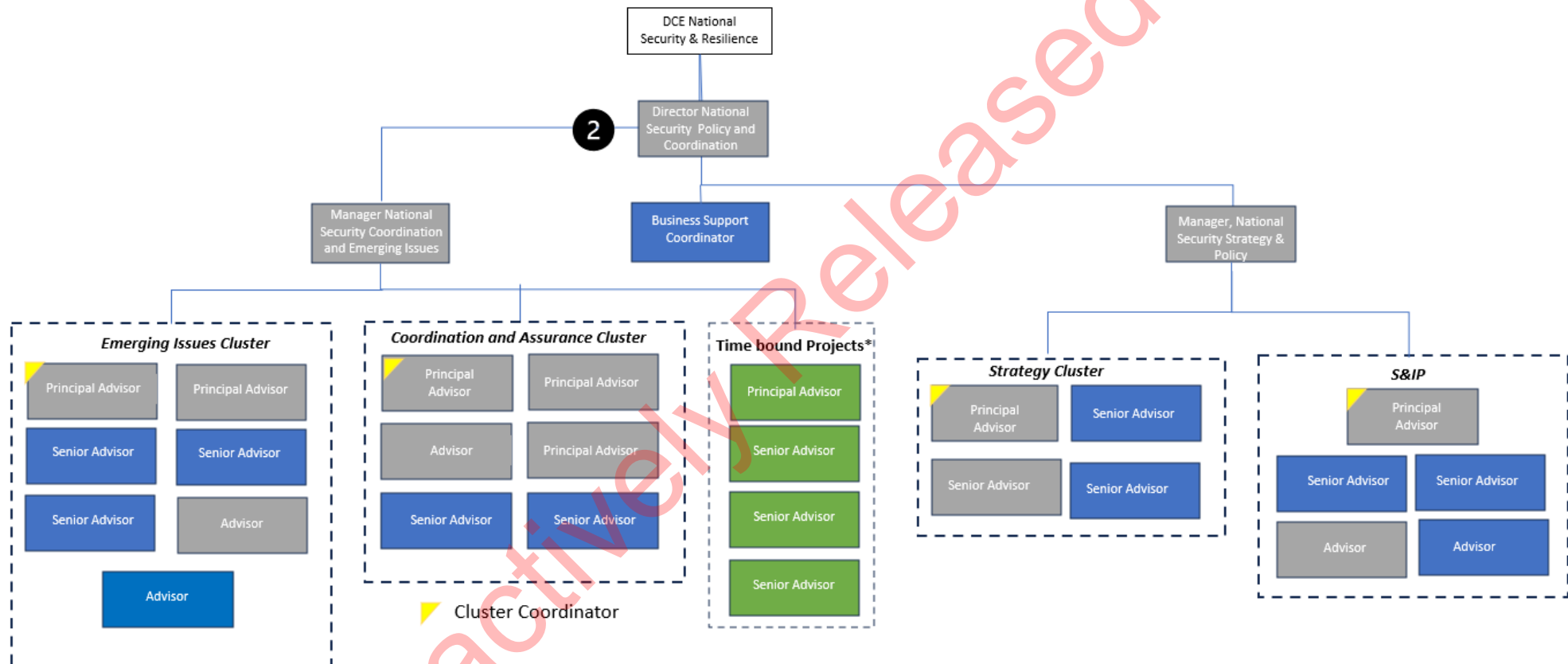


National Assessment Bureau – final structure

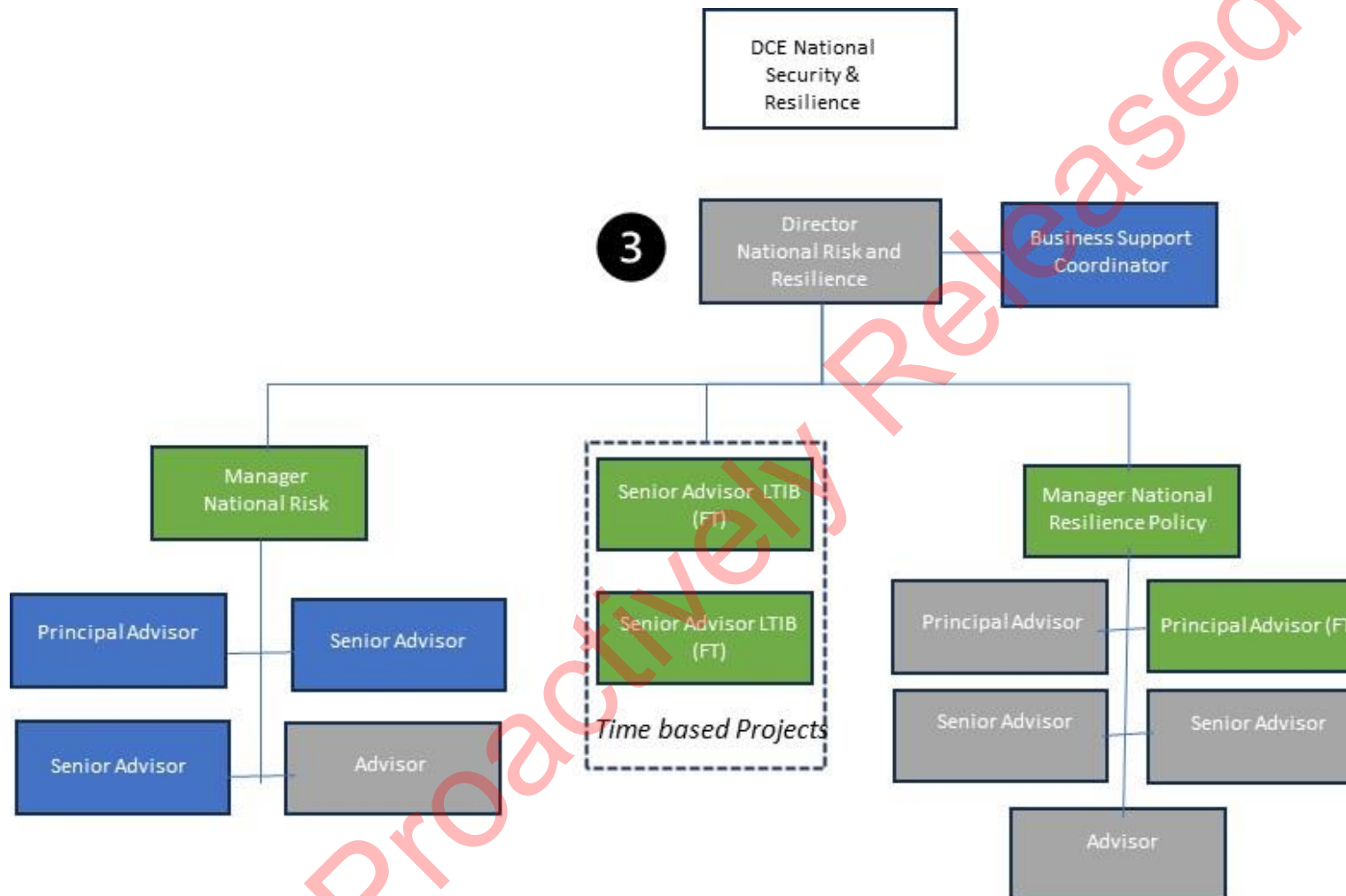
s6(a)

Proactively Released

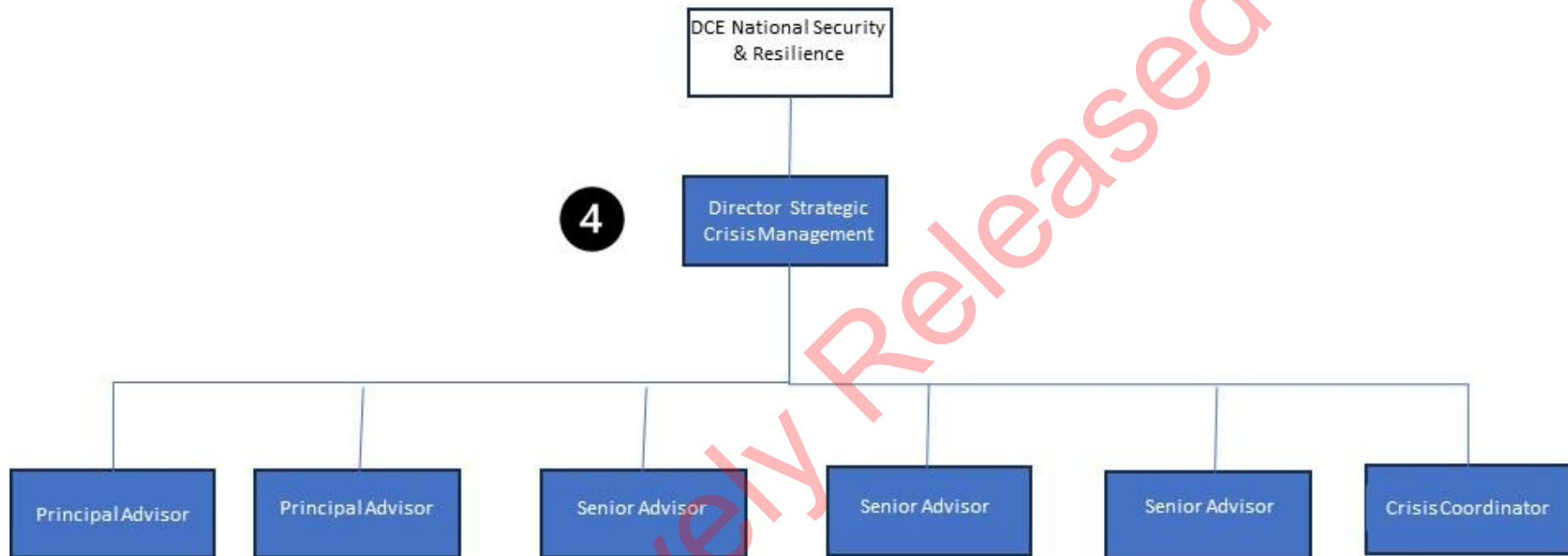
National Security Policy and Coordination – final structure



National Risk and Resilience – final structure



Strategic Crisis Management Directorate – final structure



National Security and Resilience – feedback and decisions

#	Theme	What you told us in your feedback	Our response
N1	Security and Risk & Resilience centralised model	<ul style="list-style-type: none"> There was more support for the centralised model. Almost unanimously, you also told us that while having the security groups report directly to the CE sounds good in theory, it wouldn't work in practice because the CE won't have the bandwidth to devote to security, resulting in a risk of deprioritising the workstream. In addition, you expressed concerns that if security reported directly to the CE, there was a risk of the workstream being siloed and disjointed from the rest of the business. The majority of feedback indicated the 2023 NSG/RSGG separation of the groups had not worked well, resulting in increased siloes and less communication and collaboration. There was feedback that we have an opportunity to reverse that, if change is managed well. The feedback highlighted the importance of developing leaders who can create a collaborative way of working across teams. [See other comments around culture]. You indicated it is easier to move staff around under a single DCE [related to other comments on processes]. There were suggestions that the DCE should be Deputy National Security Advisor (NSA), s6(a) 	<ul style="list-style-type: none"> After hearing the conversations at the workshops and considering your input we agree that having one DCE lead a joined-up National Security and Resilience (NSR) function is the best structure for the organisation. This role will also serve as Deputy National Security Advisor (NSA). We want to acknowledge the comments on the importance of culture across the organisation, but there were also a significant number of submissions about the importance of building a positive culture in this new function. This will be a key focus of the transformation over the coming year, with an emphasis on fostering collaboration and bringing these groups together in a cohesive and inclusive way. ELT is committed to building an organisation that focusses on how we work together and with other agencies and stakeholders, as well as what we deliver.

N2	SCMU reporting line and level of leader	<ul style="list-style-type: none"> • Feedback expressed concerns that just one Director for National Risk & Resilience could risk spreading this role too thin – especially during a significant system activation. Other parts of the portfolio could suffer. • The scope of this Director is broader than other NSR Directors. It will be difficult to balance competing priorities and may divert attention away from proactive resilience in times of crisis. • It's not good practice to have strategic and operational teams report to one manager as it tends to lead to focusing on one at the expense of the other. • Consider SCMU being a direct report to the CE (Chair of ODESC) alongside NAB [see Security hybrid]. • The SCMU leader should be Director minimum because it needs the profile and seniority across the system to have impact and be successful. • s9(2)(g)(i) [REDACTED]. There was concern that if it's a manager level role, the Director National Risk & Resilience would need to lean in heavily during crisis and peacetime due to level of relationships and influence necessary, which could result in deprioritising other activity [as covered above]. • Corresponding organisations expect similar status of representatives at interagency level, including for uniform escalation pathways. 	<ul style="list-style-type: none"> • There was a lot of thoughtful commentary on this from all parts of the business and we agree with the view that the head of SCMD is best placed at Tier 3 Director level, reporting to the DCE National Security and Resilience. • Your feedback highlighted the need for this role to have the right level of mandate, access, and seniority to ensure strategic readiness and lead effective crisis responses. This structure supports that. • We also heard your concerns about the risk of operational distraction, and keeping SCMD as a separate function will help ensure the Director National Risk & Resilience can remain focused on the strategic issues facing the sector. • We have also renamed this team the Strategic Crisis Management Directorate to provide a more consistent naming convention for our groups.
N3	Security functions reporting to the CE	<ul style="list-style-type: none"> • Whilst understanding the intent you told us you didn't think the CE would have the bandwidth to manage the additional impost of managing this function, alongside their other responsibilities (this was a consistent theme at workshops and in many individual submissions). 	<ul style="list-style-type: none"> • This feedback came through loud and clear. After reflection on this feedback and conversations with ELT, we agree that a centralised model with one DCE overseeing the national security and risk

		<ul style="list-style-type: none"> • It would also mean that a key operational function (Security) would not be represented at ELT/Tier 2 level. • It would elevate the Director roles that report to the CE, even if not on ELT. But in reality, the potential benefits of having direct access to the CE may never be realised due to their significant workload, and competing pressures from other functions. 	functions offers the best chance of success.
N4	International engagement implications	<ul style="list-style-type: none"> • s6(a) • [Redacted] 	<ul style="list-style-type: none"> • We support the importance of strong relationships and active participation in international engagements—this came through clearly in your feedback. • s6(a)
N5	Decentralisation will not resolve the historic tension between NSG and RSGG	<ul style="list-style-type: none"> • You provided feedback about the opportunity the change creates to instil a positive culture within teams – including reducing silos increasing collaboration and being more cohesive in how we collectively deliver on DPMC's work. • You called for a change in culture [see other comments on culture], but also emphasised the importance of having leaders set the tone to enable the development of a culture that supports the work of the organisation and embeds the transformation. In short, you emphasised that leadership and culture are as important, if not more so, than structure. 	<ul style="list-style-type: none"> • A key part of the value in creating a centralised function is to enable the security, risk and resilience areas to come together in a more connected and collaborative way. • We are committed to fostering a positive, inclusive workplace culture where everyone feels valued and heard. This will be a key focus of the transformation work ahead.
N6	NAB reporting line and headcount	<ul style="list-style-type: none"> • There were some hybrid suggestions (multiple) that NAB could report to the CE (while security policy reports to a DCE NSR) on the basis that NAB is expressly different to policy units and a separate intelligence function complies more 	<ul style="list-style-type: none"> • We appreciate the feedback regarding the reporting structure for NAB. We considered the option of having NAB report directly to the Chief Executive. After careful consideration, we have decided it is best

		<p>closely with s233 of the Intelligence and Security Act 2017.</p> <ul style="list-style-type: none"> • Alternatively, under a centralised model it could be renamed to National Security Assessment Directorate to support all three Directorates. • There were also suggestions under a centralised model that the Tradecraft Analytics capability in NAB could be utilised to support all the other Directorates and even report to the DCE NSR. • There were concerns that the disestablishment of vacancies in NAB could have detrimental implications on the Bureau's contribution to the system, and there were requests for this to be a temporary rather than permanent reduction. • You also said that the Royal Commission of Inquiry (RCOI) noted that under-resourcing, including in NAB, as being suboptimal. 	<p>for NAB to remain within NSR. This ensures the best for NAB and manages the functions and span of control of the Chief Executive.</p> <ul style="list-style-type: none"> • We note the concerns about staffing levels at NAB. There have been some difficult trade-offs that we have had to make as we look to balance resourcing across the functions of the whole department.
N7	Reduction in number of Principal Advisors	<ul style="list-style-type: none"> • There was support for and against reducing the number of Principal Advisors. • Some of you agreed less Principals and more Seniors was the right mix; others believed it would be detrimental to achieving DPMC's objectives. • Some of you asked for a recap of the rationale for this change – is it purely to save money? • There was concern that it would result in fewer career opportunities and that it would create a 'glass ceiling' for Senior Advisors and that perhaps the remuneration range for Seniors could be expanded to allow for growth. • However, others commented that some work undertaken by Principals and Seniors was at a lower level than their seniority. • Others questioned why the Legal team doesn't have a Principal Advisor based on the same organisation structure logic seen in NSR. 	<ul style="list-style-type: none"> • We have decided to proceed with the proposal to reduce the number of Principal Advisors. This reflects our objective to reshape DPMC and address the fact that, while experienced employees are essential, our current structure is too top-heavy. • We've also heard feedback about the limited development opportunities for those in security and risk roles, and that many of you feel capable of operating at a higher level than your current roles allow. • Creating a pool of policy staff will allow us to create a balance between subject matter expertise and generalists, providing agility and the ability to move resources across the work programme. • We acknowledge the concern that this change may limit career development

		<ul style="list-style-type: none">Those that don't support a reduction of Principals often suggested we consider a 'trade-off' by reducing the number of Advisors to allow for more Principals.	<p>opportunities. However, as people advance in their careers and within organisations, opportunities can naturally become more limited. Despite this, we see significant value in fostering the movement of specialists across the public service, including the intelligence community, which we believe continues to benefit New Zealand's national security by building a cadre of officials with broad experience across the sector.</p>
N8	Establishment of Advisor roles	<ul style="list-style-type: none">There was mixed feedback for the proposal to establish more Advisor positions. Some people were very supportive and saw it growing the talent pipeline, while others maintained DPMC relied on experienced Principals and Seniors as DPMC work requires a higher level of expertise and was not typical of most policy agencies that support junior cohorts.Some people wanted to better understand why this is being proposed believing that DPMC doesn't have work for Advisor-level staff.On the positive side, some feedback noted the establishment of more Advisor roles offers the opportunity to grow talent, operate more efficiently and allow Seniors and Principals to develop their leadership capability.However, there were also concerns that DPMC doesn't have the mentoring culture to support Advisors, and that there needs to be a very planned development approach to make this a success (along with culture) rather than simply giving Advisors less desirable work.You questioned whether now, given fiscal constraints, is the right time to create opportunities for growth and development. There	<ul style="list-style-type: none">As part of our stewardship responsibilities within the public sector, we have a critical role to play in growing and developing talent, including policy advisors. DPMC plays a key role not only in supporting the professional growth of our own advisors, but also in fostering the development of talent across the public service and the system as a whole. By investing in the growth of emerging talent and cultivating future experts, we can help ensure that the broader public sector remains capable, forward-thinking, and equipped to meet the complex challenges facing New Zealand.With this in mind, we will proceed with the proposal to create several advisor roles. We are aware this will require a greater level of support for those involved in coaching and mentoring but see this as a net positive for the Department, our staff, the policy profession, the national security system, and the public service more broadly.

		<p>were suggestions that we should retain more senior people for maximum output and minimise the (development) time commitment required from those people.</p>	
N9	s6(a)	<ul style="list-style-type: none"> There were mixed reactions to this proposal. Some people agreed with the proposal while others said we are not ready at this time. There were questions about how, if s6(a) This was seen as one of the things that "only DPMC can do". There were questions about whether the s6(a) Others said the work done to date has progressed enough to now be managed amongst a 'team' or function. 	<ul style="list-style-type: none"> We acknowledge that there are differing perspectives on how much progress has been made in this space and what constitutes 'enough' to evolve our approach. However, we are confident that the valuable work our s6(a) have delivered has positioned us well to carry this work forward as a team and function. Therefore, we will proceed with the proposal to s6(a). While the work will continue, it will be organised and delivered in a different format to better support our evolving needs.
N10	Clustering of teams within Security Policy Directorate	<ul style="list-style-type: none"> There were a variety of suggestions on different clustering of the security policy teams – the majority suggested combining s6(a) People said that s6(a) s6(a) 	<ul style="list-style-type: none"> We appreciate the considered suggestions and detailed information provided in submissions. After considering the recommendations, we agree with suggestions and have reorganised the functions into two teams. s6(a) This structure provides a clear and logical alignment. In this model, resources will be considered as 'pools,' and we would like to enable the flexible movement of resources between

			teams as needs arise. That will be a key component of the model moving forward.
N11	National Resilience Policy team	<ul style="list-style-type: none"> There was consistent support for this new function. Some agreed it should be a separate function, while a small group suggested it should be part of a broader Policy function. 	<ul style="list-style-type: none"> We appreciate the support expressed for this function. To ensure a dedicated focus on National Resilience, we have kept the National Resilience policy function separate from security policy, maintaining a specialised workgroup for this critical area.
N12	The National Risk team needs a "leader"	<ul style="list-style-type: none"> The general view was that the Risk team (who all report to the Director) is too flat and looks odd and inconsistent with other teams. You thought the team wouldn't receive sufficient time and attention from the Director, especially because the Director role has a broader remit. There were concerns about Advisors being the same tier as Manager, and whether that meant Advisors are Tier 4. You suggested that the Principal Advisor be made a Team Leader to manage day-to-day people leadership and/or a Manager (like the Policy team) and that the team have a name for greater prominence. 	<ul style="list-style-type: none"> We have taken these suggestions on board and made the decision to create a new Manager role to lead the National Risk team.
N13	Support for placing Resilience Policy and National Risk within a single directorate	<ul style="list-style-type: none"> There was support and agreement for this function, with comments saying they are inextricably linked, and it will provide optimal placement for continuing to generate strategic, cross system advice. There were a few suggestions to join all policy functions together (i.e. security and risk and resilience) but also others who rejected any joining of policy functions together given this group represents the only significant uplift in risk resources. We were encouraged to ensure clarity about roles and responsibilities between the teams. 	<ul style="list-style-type: none"> We will proceed with establishing this unit as planned, with one adjustment: the two Manager roles will be fixed term until December 2026 to allow us to assess how the unit evolves and adapts. The uplift in resources reflects the importance of this priority area and ensures we can dedicate the necessary focus to it. Our ongoing assessment of the unit and its resources will allow consideration of the ongoing need for these roles. We have also decided to keep this unit separate from the security policy functions

		<ul style="list-style-type: none">• A further suggestion was to consider whether PAG might have a role in supporting the team's initiation.	to maintain clarity of purpose. That said, strong collaboration and communication between the security and risk functions will be essential to support alignment and cohesion in our work.
N14	Reduction/disestablishment of Joint Office	<ul style="list-style-type: none">• There were concerns that the proposed structures and resourcing underestimate the impact of reducing the Joint Office (JO), with much of what the JO does not obvious or widely understood.• Some feedback said there are not enough roles in the proposed structures to account for this work, meaning more senior staff - who should be doing specialist work - would need to pick it up.• s6(a) [REDACTED]	<ul style="list-style-type: none">• We note the concerns in this area. The work of the JO will be redistributed across roles, primarily within Corporate.• s6(a) [REDACTED]• As mentioned earlier, the final structures will be stress-tested, and adjustments may be made as needed to ensure it meets organisational requirements.
N15	International engagement implications	<ul style="list-style-type: none">• s6(a) [REDACTED]• s6(a), s9(2)(g)(i) [REDACTED]• These concerns were seen as more acute under a decentralised model, adding weight to the case for a centralised approach.	<ul style="list-style-type: none">• We support the importance of strong relationships and active participation in international engagements - this came through clearly in the feedback.• The specific approach to hosting and attending these engagements will be shaped by the DCE National Security and Risk, their Directors, and the Chief Executive where appropriate.

N16	Workload	<ul style="list-style-type: none">• With reduced staffing across security, you were concerned that not everything can be delivered, and the workload will need to reduce accordingly. There was strong interest in understanding how and when the prioritisation/reprioritisation of the work would occur.• There was concern about workload priorities and a desire to better understand the vision for NSG work under the proposed DPMC of the Future structure.	<ul style="list-style-type: none">• The new size and shape of the workforce in the NSR area will need to be reflected in revised prioritisation.• As the new organisational structure is developed over the coming months, the new DCE will work with their leadership team to ensure clarity on priorities and deliverables.
-----	----------	---	--

National Security and Resilience – impact tables

Position Title	Established Positions Current	Established Positions Proposed	Proposed Impact (proposal)	Final Impact (Decision)
Deputy Chief Executive, National Security and Resilience (NSR)	0	1	Establish new role	Confirmed
Executive Director, National Security	1	0	Disestablished	Disestablished
s6(a) [REDACTED]	1	0	Disestablished	Disestablished
Executive Assistant	1	1	Reporting line change to DCE, NSR	Confirmed
Principal Advisor (to DCE)	0	1	New role	Confirmed
Executive Director, Risk and Systems Governance	1	0	Disestablished	Disestablished
Executive Assistant (filled by internal secondment)	1	0	Disestablished	Disestablished
Chief Advisor, Risk and Systems Governance (fixed term)	1	0	Disestablished	Disestablished
Principal Advisor x 2 (fixed term)	2	0	Disestablished	Disestablished
National Assessments Bureau				

s6(a)

s6(a)

National Security Policy and Coordination				
Director National Security, Policy and Coordination (NSPC)	0	1	New role	Confirmed
Director, National Security Policy	1	0	Disestablished	Disestablished
Executive Assistant	1	1	Title change to Business Support Administrator Reporting line change to Director, NSPC	Title change to Business Support Coordinator Reporting line change to Director, NSPC
Manager, National Security Coordination	0	1	New role	Confirmed

and Emerging Issues				
Manager, National Security Strategy and Policy	0	1	New role	Confirmed
Manager, Policy1 (Strategy)	1	0	Disestablished	Disestablished
Manager, Policy (Security& Intelligence Policy)	1	0	Disestablished	Disestablished
Manager, Policy, (Intelligence Coordination Policy)	1	0	Disestablished	Disestablished
Manager, Policy (Cyber and Technology Security)	1	0	Disestablished	Disestablished
Team Leader	0	0	Three new roles	Did not proceed
Principal Advisor, Policy	12	7	All Principal Advisor roles disestablished with nine new roles proposed. Reporting line change to Manager CATS or Manager, Strategy, Policy and Coordination	All Principal Advisor roles disestablished with seven new roles established. Reporting line change to Manager National Security Coordination and Emerging Issues or Manager, National Security Strategy & Policy
Senior Advisor, Policy	9	10	Reporting line change to Manager CATS or Manager, Strategy, Policy and Coordination	Reporting line change to Manager National Security Coordination and Emerging Issues or Manager, National Security Strategy & Policy
Advisor, Policy	2	5	Reporting line change to Manager CATS or Manager, Strategy, Policy and Coordination	Reporting line change to Manager National Security Coordination and Emerging Issues or Manager, National Security Strategy & Policy

¹ The formal title for these manager roles is Manager, Policy. The brackets indicate their current portfolio

s6(a)

National Risk and Resilience				
Director, National Risk and Resilience	0	1	New role	Confirmed
Director, National Risk	1	0	Disestablished	Disestablished
Chief Advisor, National Risk	1	0	Disestablished	Disestablished
Business Support Administrator	1	1	Reporting line change to Director National Risk and Resilience	Title change to Business Support Coordinator Reporting line change to Director National Risk and Resilience
Manager, National Risk	0	1	Not proposed	New role created following feedback. Fixed term until Dec 2027
Manager, National Resilience Policy	0	1	New role	New role created as fixed term until Dec 2027
Principal Advisor	2	3	Reporting line change for existing role	Reporting line change to Manager, National Risk or Manager, National Resilience Policy One position fixed term

Senior Advisor	2	4	Reporting line change for existing role	Reporting line change to Manager, National Risk or Manager, National Resilience Policy
Senior Advisor LTIB (fixed term)	2	2	Reporting line change to Director National Risk and Resilience	Confirmed
Advisor	0	2	New role	Confirmed
Strategic Crisis Management				
Director	1	1	Reporting line change to Deputy Chief Executive, National Risk and Resilience or disestablished	Reporting line change to Deputy Chief Executive, National Security and Resilience
Executive Assistant, Strategic Crisis Management	1	1	Title change to Coordinator	Title change to Crisis Coordinator
Principal Advisor	2	2	No change	No change
Senior Advisor	3	3	No change	No change
Advisor	0	0	New role	Did not proceed
Joint Office				
Manager Joint Office (filled by internal secondment)	1	0	Disestablished	Disestablished
Business Manager	1	0	Disestablished	Disestablished
Programme Manager	1	0	Disestablished	Disestablished
Chief Advisor, Engagement and Relationships (vacant)	2	0	Disestablished	Disestablished
Principal Advisor, Engagement	1	0	Disestablished	Disestablished
Senior Graphics Designer	2	2	Reporting line change to Director Corporate Enablement	Reporting line change to Manager, People, Culture and Communications

			(Corporate CFO/CPO models)	
Senior Advisor, Business Enablement	1	1	Change in reporting line to Director Corporate Enablement (Corporate CFO/CPO models) Title change to Senior Advisor, Security	Title change to Senior Advisor, Security and IM Reporting line change to Manager, Governance and Corporate Operations
Business Support Administrator x 2 (fixed term)	2	0	Disestablished	Disestablished
Governance				
Director, Governance (vacant)	1	0	Disestablished	Disestablished
Principal Advisor, Governance x 2	2	0	Disestablished	Disestablished
Senior Advisor, Governance x 2	2	0	Disestablished	Disestablished

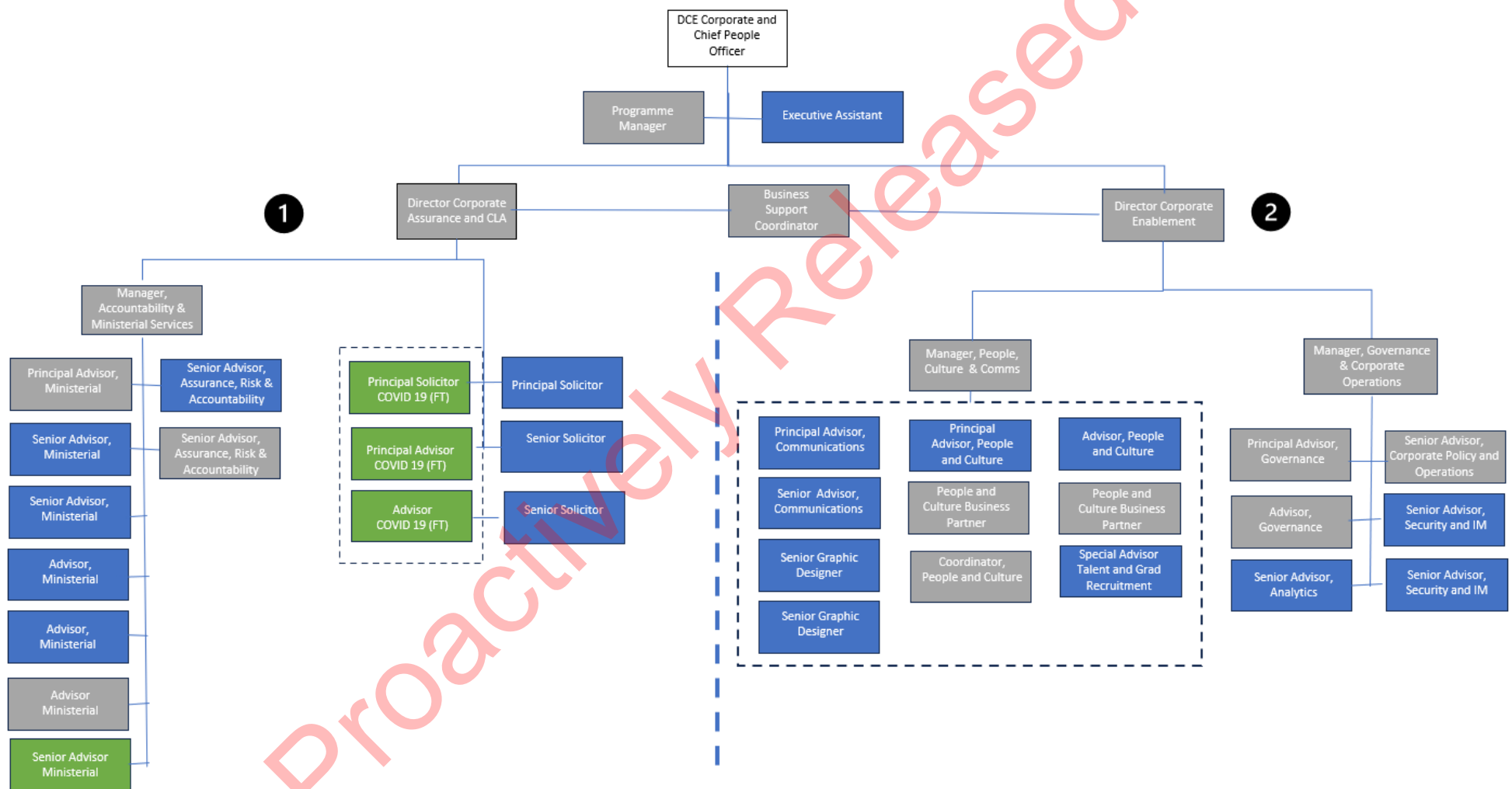
Corporate – summary of decisions

DPMC's corporate services are provided primarily by the Strategy, Governance and Engagement Group (SGE) and the Central Agency Shared Service (CASS). SGE and CASS work together to provide corporate services that support the department, and associated functions to successfully deliver their outcomes.

SGE will become **Corporate**, and it will be based around the **Chief People Officer model** with some changes to the overall proposed design, as follows:

- The Executive Director, SGE role will be disestablished, and a **Deputy Chief Executive Corporate and Chief People Officer** role will be established.
- The Chief Legal Advisor role will be disestablished, and a **Director Corporate Assurance and Chief Legal Advisor** role will be established.
- The **Principal Solicitor** role has been retained to provide increased legal capacity as the Director Assurance and CLA role has expanded duties.
- The Manager, Ministerial Services role will be disestablished, and a **Manager, Accountability and Ministerial Services** established.
- The existing fixed-term Senior Advisor role in Ministerial Services will be extended until June 2026 to continue supporting the team.
- The Ministerial Coordinator role will be re-established as a **Ministerial Advisor** role.
- The Governance team has been moved from the Assurance cluster to the Enablement cluster.
- A **Business Support Coordinator** role has been added, reporting to the two Director roles.
- A **Manager People, Culture and Communications** role has been added and a **Manager, Governance and Corporate Operations** role has been added for span-of-control consistency in managing teams.
- The Senior Advisor, Security and Risk and Senior Advisor, Security roles have been retitled **Senior Advisor, Security and Information Management**.
- The Senior Advisor, Health and Safety and Facilities role has been disestablished and a **Senior Advisor, Corporate Policy and Operations** has been established.
- Renamed the proposed Culture and Capability team to **People and Culture**.

Corporate – final structure



Corporate – feedback and decisions

#	Theme	What you told us in your feedback	Our response
C1	Support for bringing the strategic CASS functions inhouse	<ul style="list-style-type: none"> There was consistent support for bringing these elements in-house. People listed several benefits associated with this. There was feedback about the benefit of bringing the other elements remaining with CASS inhouse, and whether we had considered a longer-term plan for other functions particularly IT and IM. 	<ul style="list-style-type: none"> It is reassuring that there is wide ranging support for bringing the strategic functions of HR and Finance in from CASS and creating these roles within DPMC. At this stage our focus is on the insourcing of parts of finance and human resources. This does not preclude a further assessment of Shared Services in the future, although at this stage we are comfortable with the scope outlined in the original proposal.
C2	Variations of Corporate designs	<ul style="list-style-type: none"> This part of the organisation received the highest number of submissions proposing variations and re-designs. Submissions included reworked options for Corporate that blended elements of each model, along with new ideas. There was conflicting feedback on whether resourcing was too high or too low, though many acknowledged that resourcing needs depend on the organisation's phase and stage—with a greater need identified for HR and Finance resourcing in DPMC at this time. 	<ul style="list-style-type: none"> We appreciate the various design modifications you submitted, which provided valuable input for our consideration. While many of the alternative models proposed did not align with the design principles or were not financially viable, all the suggestions prompted careful reflection and deliberate consideration. The range of feedback and suggestions received reinforces that there are endless possibilities to structure the Corporate team, and we acknowledge that the chosen approach may not align with everyone's preferred model.
C3	Function/team groupings in Corporate	<ul style="list-style-type: none"> There was a large amount of feedback on the advantages and disadvantages of various configurations within the Functional model. There was support for grouping Ministerial and Accountability functions together [in the CPO/CFO model] but concerns that Comms doesn't fit with Ministerial Services [Functional model]. 	<ul style="list-style-type: none"> After considering the feedback, we have decided to proceed with the Chief People Officer (CPO) model, with several modifications outlined in the summary of decisions section. The selection of the CPO model underscores the importance of people and workforce leadership, and aligns with similar moves by a number of organisations within the public and private sector.

		<ul style="list-style-type: none"> • Submissions also noted that Security doesn't necessarily align well with HR, raising risks that it could be deprioritised by the Director Corporate Enablement with a large span of control, and that information-sharing challenges may arise between the groups. • There was support for separating Health & Safety from facilities, with recommendations to allocate H&S to People and Culture and facilities elsewhere. • Questions were raised about why the Finance team would sit in OCE if Corporate is led by a CPO – this could be seen as positioning the CFO as an advisor to the CE rather than a head of function – and it should sit under Corporate. • There was a question about why sound collaboration and integration is needed between the CFO and People and Culture. 	<ul style="list-style-type: none"> • The Finance team will report directly to the Chief Executive from within the Office of the Chief Executive, to ensure ready access to strategic advice as we continue to build our in-house finance capability. This is likely to become the norm in Public Sector organisations where Finance reports directly to the Chief Executive. • Close alignment in planning, coordination, and decision-making is essential between Corporate and the newly established CFO to ensure we're investing wisely and delivering maximum value. For this reason, many organisations bring these functions together through a Resources Committee or similar governance arrangement. We will explore appropriate mechanisms.
C4	Spans of control too large and uneven team sizes	<ul style="list-style-type: none"> • A number of submissions raised concerns that the span of control (i.e. number of direct reports) of the Director Corporate Enablement is unmanageably big and would impact the team and the business. • In contrast, only small numbers report to the Chief Legal Advisor (CLA) and Director Corporate Assurance, highlighting an uneven split of direct reports in all models. • The Functional model, in particular, was seen to create two large teams and two small ones, reinforcing concerns about imbalance. 	<ul style="list-style-type: none"> • Based on feedback, we have reconsidered the team sizes and spans of control and agree the Director Corporate Enablement's portfolio was too large. To address this, we have made several changes to the Corporate structure, including adding two Manager positions under this Director: a Manager, People, Culture, and Communications; and Manager, Governance and Corporate Operations. • We have also made changes to the Director Corporate Assurance and Chief Legal Advisor roles and merged those together to provide a more even balance and spans of control across the group.
C5	Risk associated with Corporate staff working in SCIF environment	<ul style="list-style-type: none"> • There were concerns that these risks may be underserved in the proposal. 	<ul style="list-style-type: none"> • We are confident the proposal does not present undue/unmanageable risk. All organisations working with classified information have Corporate

		<ul style="list-style-type: none">• Submissions highlighted the need for sufficient staff with clearly identified and well-delineated responsibilities.• It was also noted that managing IT, clearances, and accommodation for these employees adds complexity and workload to Corporate line managers.	staff to support them. DPMC will be no different and we will support Corporate staff working in SCIF environments, including ensuring staff have the appropriate national security clearances.
C6	Programme Manager (Corporate)	<ul style="list-style-type: none">• There were questions about what duties the role would undertake and why it reports to the DCE with suggestions it should report to a Tier 3 leader.• Some noted that DPMC has already tried this model and the role didn't have the volume of programmes to manage. A more generic corporate advisory role was suggested in its place.	<ul style="list-style-type: none">• We have confirmed our intention to proceed with this role, which will incorporate elements of programme and portfolio manager across all of DPMC. The role is multifaceted and will serve as an important connection point between Corporate and each business unit, in particular with the Principal Advisors to the DCEs.• The role will also support the tracking and reporting of projects and initiatives that contribute to our strategic goals, while also providing project management expertise across DPMC.
C7	Positioning of Principal Advisor (Analytic Capability) [NAB role]	<ul style="list-style-type: none">• We received feedback about the proposal to move this role to Corporate given its high degree of specialisation and breadth beyond talent and recruitment (e.g. also covering analytic processes).• Submissions said the role does not have the capacity to support all of DPMC and there would be a net loss if the focus became diluted.• Some submissions also noted the role requires s6(a) [REDACTED]	<ul style="list-style-type: none">• We have heard and carefully considered concerns about this role moving to Corporate. However, we see advantages from the role working alongside the People and Culture team (P&C) and have therefore decided to proceed with the proposal.• Given our financial limitations, it is essential that we maximise flexibility and adopt 'double hatting' where possible to provide the momentum to build our talent pool.• s6(a) [REDACTED] but will also work closely with the People and Culture team to build on the strong foundations established in recruitment, talent, and capability development. Additionally, s6(a) [REDACTED] [REDACTED], we expect here will be opportunities for the P&C team to provide back-up support.

C8	Governance function	<ul style="list-style-type: none"> While there was support for moving the governance function to Corporate, concerns were raised (consistently) saying that two resources are not enough to support internal and system governance, with suggestions to add a Senior role to meet demand. Contrary feedback was also received that there were too many resources. Submissions noted that the roles appear too isolated from content experts in the proposed design, and it is unclear who would provide subject matter expertise. Some felt the function would be better placed within the Security policy teams. There were also practical concerns, including s6(a) [REDACTED] - and that NS and R&R need direct access to the chair to organise papers. 	<ul style="list-style-type: none"> We see this as an opportunity to evolve how we manage governance and provide Board support. However, due to our current financial constraints, we are unable to add more than two resources to this area at this time. The structure and resourcing of similar functions in other public service organisations, however, gives us a high degree of confidence that two roles will provide sufficient resource to support this important work. The governance framework is organisation-wide, and implementation will be supported by staff from across the business. We acknowledge this may take some bedding in to achieve our aims in this area and we will review and adjust our approach accordingly. It will require drawing on other resources in Corporate and the business. Subject matter expertise will be provided by the relevant policy teams in the business. We also see us building wider surge support across the Business Support Coordinators s6(a) [REDACTED].
C9	Advisor pools in Corporate	<ul style="list-style-type: none"> There were suggestions that we could have a pool of generalist advisors within Corporate, some people specifying the areas of Procurement, Risk, Safety and Security 	<ul style="list-style-type: none"> Generalist advisors in Corporate do not operate in the same way they do in Policy. While double hatting remains important to support agility and to meet surges in demand, Corporate functions require specialised expertise in areas such as HR, Finance, Risk, Comms, and Governance. To source candidates in an open market requires us, in most cases, to specify the accountabilities of the role and experience required. To the extent possible we will ensure cross-skilling to provide back up and surge support.
C10	Legal under resourced	<ul style="list-style-type: none"> We received feedback that the current Legal team is stretched and is one of the smallest teams in the Government Legal Network. 	<ul style="list-style-type: none"> One of the benefits of the workshops and engagement sessions was hearing people talk about the value they received from colleagues in other teams. There was considerable feedback

		<ul style="list-style-type: none">• There was consistent feedback that the Principal Solicitor should not be disestablished as it would remove a career path and reduce seniority needed to engage with the Government Legal Network and well established and resourced NZIC legal teams.• Submitters were concerned the proposed approach appeared more reactive - tagging in legal support when needed - rather than maintaining long-term stewardship responsibilities.• Concerns were raised that without sufficient internal resourcing DPMC may need to source legal advice externally at additional cost.• Submissions suggested to retain the current team resourcing or have x1 Principal and x1 Senior.	<p>from other teams on how much they valued the support they received from the legal team, and the need for sufficient resource to meet demand.</p> <ul style="list-style-type: none">• With the changes to the Corporate leadership structure, the Principal Solicitor role has been retained to support the new Director Corporate Assurance and Chief Legal Advisor role.• The legal function will also retain two Senior Advisors, helping to make sure we have the resource and expertise to meet our needs.
C11	s6(a)	<ul style="list-style-type: none">• s6(a)	<ul style="list-style-type: none">• s6(a)
C12	Corporate under resourced	<ul style="list-style-type: none">• There was a view that Corporate has been cut back too much in the proposed structure, which would create downstream impacts for others across the organisation. Because it would likely divert time from specialists to cover corporate functions, reducing their ability to focus on core work or it may end up costing money as we contract outside services.	<ul style="list-style-type: none">• We received valuable feedback highlighting the importance of having sufficient corporate staff to support the smooth and effective running of our business operations.• In response, we have made several changes to the original mix of proposed corporate structures and have strengthened resourcing in most of the areas identified as being too lean.

		<ul style="list-style-type: none"> Areas identified as under-resourced include Legal, Governance, Procurement, Security, and Ministerial Services. 	<ul style="list-style-type: none"> That said, in the current fiscal environment we are not in a position to add further roles. We are conscious our corporate function is at the low end of the benchmark comparisons in terms of size of corporate versus size of the organisation.
C13	Corporate over resourced	<ul style="list-style-type: none"> In contrast to being under resourced, there was also feedback suggesting that Corporate is over resourced, particularly Finance and HR. Concern was expressed that the back office has grown considerably, that the People and Culture team is too big and that we could reduce the number and type of roles in this team to allocate elsewhere. Other submissions acknowledged the greater need for additional resources at this stage because of the finance and culture issues, and transfer of functions in from CASS (i.e. a need to overinvest in HR and Finance at our current stage of organisation maturity). 	<ul style="list-style-type: none"> We understand how the structure might appear larger and give the impression of over-resourcing. However, this is primarily due to the centralisation of functions in line with our design principles. This includes bringing strategic HR and Finance roles in-house (from CASS) and shifting other roles from within the business to Corporate. Centralising these functions does not increase our costs, as we are already funding these resources, including the portion allocated to CASS. Instead, it enhances value by creating a more joined-up, collaborative approach that will more readily align with our strategic and cultural priorities. In fact, insourcing those functions reduces the number of resources we have in those functions and places us at the lower end of benchmarking comparisons.
C14	Procurement Advisor	<ul style="list-style-type: none"> There was consistent feedback about the lack of a procurement advisor and strong support for retaining (at least part of) an FTE role for this function. Concerns were noted that the proposed model would mean procurement work would have to be done by the Senior Solicitors, which is not good use of their time - or we would need to source external advice which may increase costs. 	<ul style="list-style-type: none"> We agree that having some level of advice around procurement process guidance would be helpful. On this basis, we have created a new role titled Senior Advisor Corporate Policy and Operations, which will include responsibility for providing procurement advice. However, it's important to note that employees involved in procurement are expected to manage and undertake the processes themselves. This includes understanding the process, completing the required forms, acting as the lead contact person, and seeking contract review advice from Legal at the appropriate time. The intention of the Senior Advisor role is to provide direction and

			advice when needed, rather than to carry out procurement processes on behalf of others.
C15	Where does the Chief Security Office (CSO) sit	<ul style="list-style-type: none">• Clarification is needed on which role should be the CSO and hold accountability for people, data and system security? It was noted that once this was decided the job description would need to be updated to reflect core tasks prescribed by the Protective Security Requirements.• s9(2)(g)(i) [REDACTED]	<ul style="list-style-type: none">• The DCE Corporate/CPO will take on the role and duties of CSO.
C16	Ministerial Services team under resourced	<ul style="list-style-type: none">• Concerns were raised that Ministerial Services would be under resourced and the spill-over could impact business SMEs.• You said that DPMC OIAs are complex and can take longer to complete compared with some other government agencies, and that quantitative info about OIA and WPQ volumes alone may not be an adequate indicator of workload.• You told us that the transfer of NEMA and disestablishment of Cyclone Recovery Unit (CRU) won't reduce volume significantly, and that a further one or two Senior Advisors would be required to meet workload demand.• Alternatively, feedback also suggested the current Ministerial Services processes are overly complicated, time consuming and not efficient, therefore generating unnecessary work for all involved.• The Ministerial Services function and its processes received the greatest number of submissions in response to suggestions for optimisation.	<ul style="list-style-type: none">• We agree the Ministerial Services team may be under resourced, and we will retain an existing fixed term Senior Advisor position until June 2026 to continue supporting the team and allow us to understand our resource needs in light of post-NEMA and post-optimisation demand.• We have also noted the feedback about the potential to improve our processes. Over the next year, we will undertake a thorough review of our current processes, working closely with the Ministerial Services team and their customers across the business to identify potential improvements and efficiencies.• This approach will also give us time to better understand any changes in workload volumes, allowing us to more accurately assess the resourcing needed going forward.

		<ul style="list-style-type: none">An alternative structure was suggested – to embed ministerial SMEs within business and have only a small central coordinating Ministerial Services function.	
C17	Ministerial Services Coordinator should be made an Advisor	<ul style="list-style-type: none">There were multiple recommendations that we should revisit the Ministerials team make-up and consider changing the Coordinator role to an Advisor.You noted it could remove a current bottleneck (and single point of failure risk). It was also seen as recognising that the duties of the role are greater than that of coordinator level.You also said this change could support behaviour change by spreading the work and responsibility amongst three people.	<ul style="list-style-type: none">We have accepted the feedback and have changed the Ministerial Coordinator to an Advisor role.The Coordinator Ministerial has been disestablished and a third Advisor position has been created.
C18	Health and Safety	<ul style="list-style-type: none">A few suggestions noted that this should be a function of the People and Culture team as a key area of focus within health and safety for DPMC is on wellbeing, so it could be included in the People & Culture duty portfolio.	<ul style="list-style-type: none">We have considered this feedback and agree that health and safety aligns closely with the work of the People and Culture team.As a result, we have decided to disestablish the Senior Advisor Health, Safety and Facilities role and have the People and Culture team take the lead on health, safety, and wellbeing initiatives.
C19	Facilities	<ul style="list-style-type: none">Your feedback indicated that the need for a facilities role/function is decreasing now we've been in KSP for 12 months, the settling in issues have reduced, and the NEMA transfer may further reduce demand.s6(a) [REDACTED]	<ul style="list-style-type: none">We have agreed to disestablish the Senior Advisor, Health, Safety and Facilities.The Business Support Coordinators for Corporate will support the team by taking on minor KSP facilities-related work. Facilities related activities for our other locations will be undertaken by our BSCs in NSR.
C20	Communications team	<ul style="list-style-type: none">Your feedback mainly raised questions about how the Corporate Comms team would work with and link to the Chief Advisor, Strategic Comms in OCE and Government House comms.	<ul style="list-style-type: none">The communications function, now centralised within Corporate, will remain responsible for core communications activities including ODESC, communications and engagement strategies and plans such as, Te Hono.

		<ul style="list-style-type: none">There were also questions about who would be accountable for the Comms and Engagement strategy and planning, and who would lead ODESC communications.	<ul style="list-style-type: none">Centralising this function, and bringing the Graphics Advisor roles into the team, enables a broader range of communications work to be delivered across DPMC.The Chief Advisor Strategic Communications role will continue to be a key relationship and ongoing collaboration and support with be important. However, the Chief Advisor role is positioned differently as a system-focused role, its work will remain distinct from the core corporate communications function.
s6(a)			
C22	Lack of clear responsibility or accountability for duties such as contract management, e.g. building leases, cleaners, travel provider, CASS contract	<ul style="list-style-type: none">You indicated that we haven't had adequate oversight in some areas, letting quality or services slip.It was suggested we consider specifically including tasks in the job descriptions of Corporate leaders, or a part-FTE of a Senior Advisor role.	<ul style="list-style-type: none">This is an area that the transformation team will continue to focus on as part of the optimisation workstream.Your feedback has been valuable, and as a result, the new Senior Advisor, Corporate Policy and Operations will serve as the point of contact for contract management, as this role also leads on Corporate Policy and Procurement.As work in this area progresses, there may be an opportunity to build more specific accountabilities into some of the corporate leadership roles.
C23	Reduce size of assurance and accountability function	<ul style="list-style-type: none">There was a suggestion that we will need less resource in the accountability and assurance area when NEMA transfers to DIA, and with a	<ul style="list-style-type: none">Your feedback has resulted in us not proceeding with the additional Advisor, Accountably, Risk and Assurance role.

		simplified Vote and that it would be possible to repurpose a role to re-distribute elsewhere.	<ul style="list-style-type: none">The risk component of the current Senior Advisor, Security and Risk will move to the Accountability and Ministerials team and having two Senior Advisors, Accountably, Risk and Assurance should provide the capacity and capability to ensure we can cover the risk and assurance part of the portfolio.
C24	Creating risk under the Health and Safety at Work Act	<ul style="list-style-type: none">On our proposal to disestablish the Senior Advisor, Health, Safety and Facilities role, concerns were raised on how we would meet our obligations under the Health and Safety at Work Act 2015 (HSWA) and the risk this would pose to the emerging maturity of Health and Safety in the organisation.Questions were also raised on how the current tasks would be reallocated.	<ul style="list-style-type: none">We take our obligations under the Health and Safety at Work Act 2015 (HSWA) very seriously. We have carefully considered the issues outlined in the submissions, including matters related to legislative compliance, officer due diligence, and worker engagement.We believe that our obligations can be managed through clear manager expectations, all staff training, strong employee engagement and regular external audits.

Corporate – impact tables

Position Title	Established Positions Current	Established Positions	Proposed Impact (proposal)	Final Impact (Decision)
Executive Director, Strategy Governance and Engagement	1	0	Disestablished	Disestablished
DCE Corporate and Chief People Officer	0	1	Establish new role	Confirmed
Executive Assistant	1	1	Reporting line change to DCE Corporate	Confirmed
Principal Advisor	1	0	Disestablished	Disestablished
Programme Manager	0	1	New role, reports to DCE Corporate CPO or CFO	Confirmed, reports to DCE Corporate and Chief People Officer
Chief Advisor Māori	1	0	Disestablished	Disestablished
Head of Operations and Risk (vacant)	1	0	Disestablished	Disestablished
Director Strategic Communications & Engagement (vacant)	1	0	Disestablished	Disestablished
Senior Advisor, Procurement (filled by Seconded)	1	0	Disestablished	Disestablished
Senior Advisor, Health, Safety, and Facilities	1	0	No change in proposal (Disestablished in secondary consultation)	Disestablished
Business Support Coordinator	0	1	Not originally proposed	Confirmed, supports the Corporate team Reports to the two Director roles
Chief Legal Advisor -	1	0	Disestablished (Secondary consultation)	Disestablished

Corporate				
Director, Corporate Assurance	0	1	New role, reports to DCE Corporate CPO or CFO	Confirmed, reports to DCE Corporate and Chief People Officer Role combined with the Chief Legal Advisor to create the Director Corporate Assurance and CLA
Manager Ministerial Services	1	0	Disestablished	Disestablished
Manager, Accountability and Ministerial Services	0	1	New role, reports to Director, Corporate Assurance	Confirmed, reports to Director, Corporate Assurance and Chief Legal Advisor
Lead Advisor, Ministerial Services	1	0	Disestablished	Disestablished
Principal Advisor, Ministerial Services	0	1	New role, reports to Manager, Accountability and Ministerial Services	Confirmed, reports to Manager, Accountability and Ministerial Services
Senior Advisor, Ministerial Services	3	2	Reporting line change to Manager, Accountability and Ministerial Services x1 (vacant) disestablished	Reporting line change to Manager, Accountability and Ministerial Services
Senior Advisor, Ministerial Services (fixed term x3)	3	1	Disestablish x2 roles as at June 2025 Disestablish x1 role as at Sept 2025	Disestablish x2 roles as at June 2025 Disestablish x1 role as at June 2026
Advisor, Ministerial Services	2	3	Reporting line change to Manager, Accountability and Ministerial Services	Reporting line change to Manager, Accountability and Ministerial Services
Ministerial Coordinator	1	0	Reporting line change to Manager, Accountability and Ministerial Services	Disestablished, replaced with Advisor, Ministerial Services
Director Organisation Direction and Development	1	0	Disestablished	Disestablished
Senior Advisor, ODD	2	2	Title change to Senior Advisor, Accountability, Risk and Assurance	Retain both Senior Advisor positions Title change to Senior Advisor, Accountability, Risk and Assurance
Advisor, Assurance, Risk and Accountability	0	0	New role	Did not proceed

Senior Advisor, ODD	1	1	Title change to Senior Advisor, Analytics Reporting line change to Director Corporate Enablement	Reporting line change to Manager, Governance and Corporate Operations
Principal Solicitor	1	1	Disestablished	Role retained Reporting line change to Director Corporate Assurance and Chief Legal Advisor
Senior Solicitor	2	2	No change	Reporting line change to Director Corporate Assurance and Chief Legal Advisor
Principal Solicitor, COVID-19 Inquiry (fixed term)	1	1	No change	Reporting line change to Director Corporate Assurance and Chief Legal Advisor
Principal Advisor, COVID-19 Inquiry (fixed term)	1	1	No change	Reporting line change to Director Corporate Assurance and Chief Legal Advisor
Advisor, COVID-19 Inquiry (fixed term)	1	1	No change	Reporting line change to Director Corporate Assurance and Chief Legal Advisor
Director, Corporate Enablement	0	1	New role, reports to DCE Corporate CPO or CFO	Confirmed, reports to DCE Corporate and Chief People Officer
Manager, Culture and Capability	0	1	New role, reporting to DCE Corporate and CFO	Title change to Manager, People, Culture and Communications Confirmed, reporting to DCE Corporate and Chief People Officer
Principal Advisor, Organisational Development	1	1	Title change to Principal Advisor, Culture and Capability Reporting line change to Director Corporate Enablement or Manager, Culture and Capability	Title change to Principal Advisor, People and Culture Reporting line change to Manager, People, Culture and Communications
Advisor, SGE	1	1	Title change to Advisor, Culture and Capability Reporting line change to Director Corporate Enablement or Manager, Culture and Capability	Title change to Advisor, People and Culture Reporting line change to Manager, People, Culture and Communications
Culture and Capability	0	2	New role, reporting to Director Corporate	Title change to People and Culture Business

Business Partner x 2			Enablement or Manager, Culture and Capability	Partner Confirmed, reporting to Manager, People, Culture and Communications
Coordinator, Culture and Capability	0	1	New role, reporting to Director Corporate Enablement or Manager, Culture and Capability	Title change to Coordinator, People and Culture New role, reporting to Manager, People, Culture and Communications
Principal Advisor, Communications	1	1	Reporting line change to Director Corporate Enablement	Reporting line change to Manager, People, Culture and Communications
Senior Advisor, Communications	1	1	Reporting line change to Director Corporate Enablement	Reporting line change to Manager, People, Culture and Communications
Communications Advisor (vacant)	1	0	Disestablished	Disestablished
Manager, Governance and Corporate Operations	0	1	Not originally proposed	Confirmed, reporting to the Director Corporate Enablement
Principal Advisor, Governance	0	1	New role, reports to Director Corporate Enablement	Confirmed, reports to Manager, Governance and Corporate Operations
Advisor, Governance	0	1	New role, reports to Director Corporate Enablement	Confirmed, reports to Manager, Governance and Corporate Operations
Senior Advisor - Security and Risk	1	1	Reporting line change to Director Corporate Enablement	Title change to Senior Advisor, Security and IM Reporting line change to Manager, Governance and Corporate Operations
Senior Advisor, Corporate Policy and Operations	0	1	Role not proposed in original consultation (proposed after consultation)	Confirmed, reports to Manager, Governance and Corporate Operations

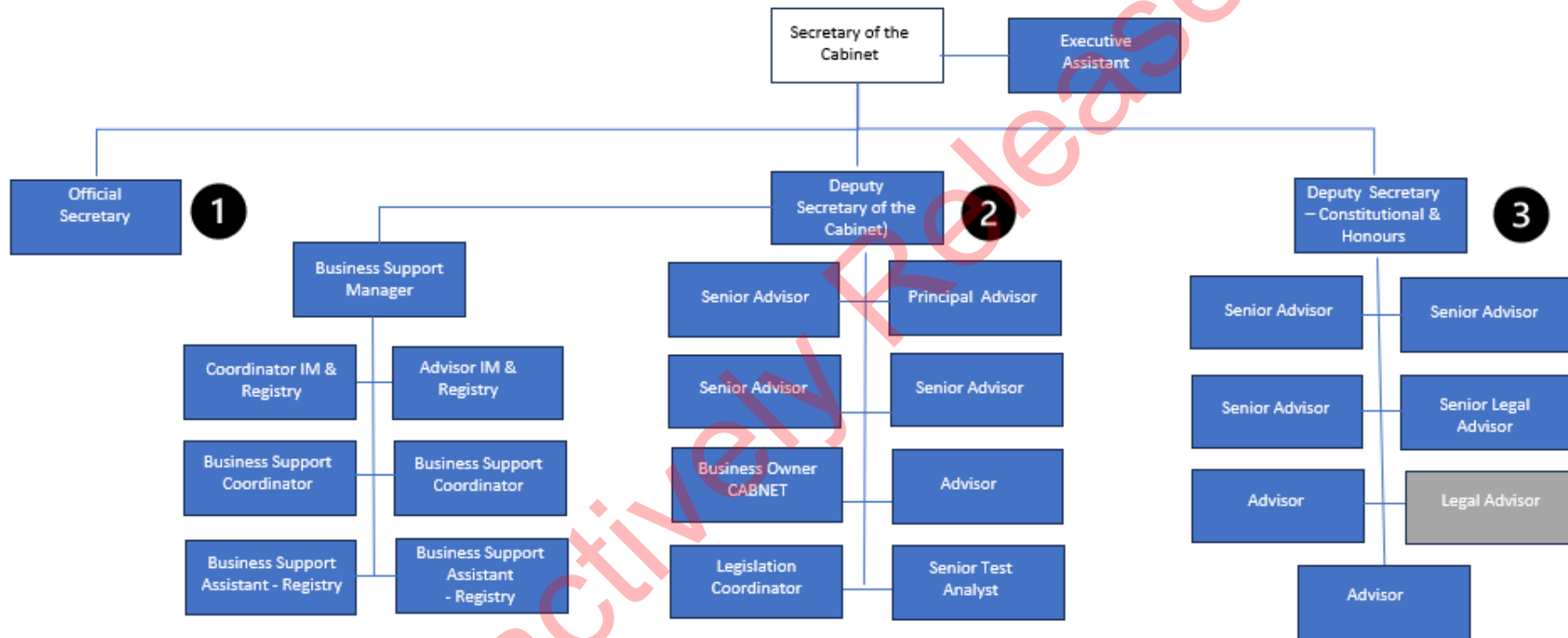
Cabinet Office – summary of decisions

The Cabinet Office plays a critical role in supporting the effective functioning of government. It provides impartial secretariat services to the Executive Council, Cabinet, and Cabinet committees, ensuring the smooth operation of these key institutions.

The Office also delivers impartial advice to the Governor-General, Prime Minister, and other ministers on constitutional, policy, and procedural issues, particularly those outlined in the Cabinet Manual. Additionally, it supports the coordination of the government's legislative programme and administers the New Zealand Royal Honours system.

Our initial proposal did not include substantive changes for the Cabinet Office, which has been carrying a number of vacancies. In this decision document, those positions will be retained with the exception of a vacant Principal Advisor role in the Constitutional and Honours team, which will be disestablished. For consistency across the Department, the title of the support staff roles will be changed to **Business Support Coordinators**. A new Advisor Legal role will also be established.

Cabinet Office – final structure



Cabinet Office – feedback and decisions

#	Theme	What you told us in your feedback	Our response
CO1	Disestablishment of the Principal Advisor Constitutional and Honours (ConHon) team	<ul style="list-style-type: none">• The Principal Advisor role is currently vacant, and the work has been split between an Advisor and a Senior Advisor in addition to their existing responsibilities.• There was a proposal to make both roles Senior Advisors, and this was suggested based on an understanding that the Promotions Policy was being removed as part of the transformation process.	<ul style="list-style-type: none">• We have decided against increasing the Advisor role in ConHon to a Senior Advisor.• This decision was made in line with our goal of reshaping the organisation, our commitment to maintaining/establishing Advisor roles within DPMC, and our fiscal situation.
CO2	Cabinet Office under resourced	<ul style="list-style-type: none">• There was a suggestion that the Decision Document acknowledge the current difficulties Cabinet Office have in carrying out stewardship responsibilities with existing resource.	<ul style="list-style-type: none">• We note these concerns. With the creation of a new Legal Advisor role, we are confident the Office has sufficient resource to meet daily demands, as well as its stewardship responsibilities.

Cabinet Office – impact tables

Position Title	Established Positions Current	Established Positions Proposed	Proposed Impact (proposal)	Final Impact (Decision)
Secretary of the Cabinet	1	1	No change	No change
Executive Assistant	1	1	No change	No change
Deputy Secretary of the Cabinet	1	1	No change	No change
Principal Advisor (Cabinet)	1	1	No change	No change
Senior Advisor (Cabinet)	3	3	No change	No change
Advisor (Cabinet)	1	1	No change	No change
Product Owner CABNET	1	1	No change	No change
Senior Test Analyst	1	1	No change	No change
Legislation Coordinator	1	1	No change	No change
Deputy Secretary – Constitution and Honours	1	1	No change	No change
Principal Advisor (ConHon)	1	0	Disestablished	Disestablished
Senior Advisor (ConHon)	3	3	No change	No change
Advisor	2	2	No change	No change
Senior Advisor Legal	2	1	No change	No change
Advisor Legal	0	1	Not proposed	New role
Business Support Manager	1	1	No change	No change

~~STAFF IN CONFIDENCE~~ UNCLASSIFIED

Advisor IM & Registry	1	1	No change	No change
Coordinator IM & Registry	1	1	No change	No change
Business Support Administrator	2	2	No change	Title change to Business Support Coordinator
Business Support Assistant - Registry	2	2	No change	No change

Proactively Released

Government House – summary of decisions

The Government House team supports the Governor-General across the four main duties of the office: constitutional, ceremonial, community leadership and international. It also undertakes kaitiakitanga for the heritage buildings and grounds of the Government Houses in Wellington and Auckland.

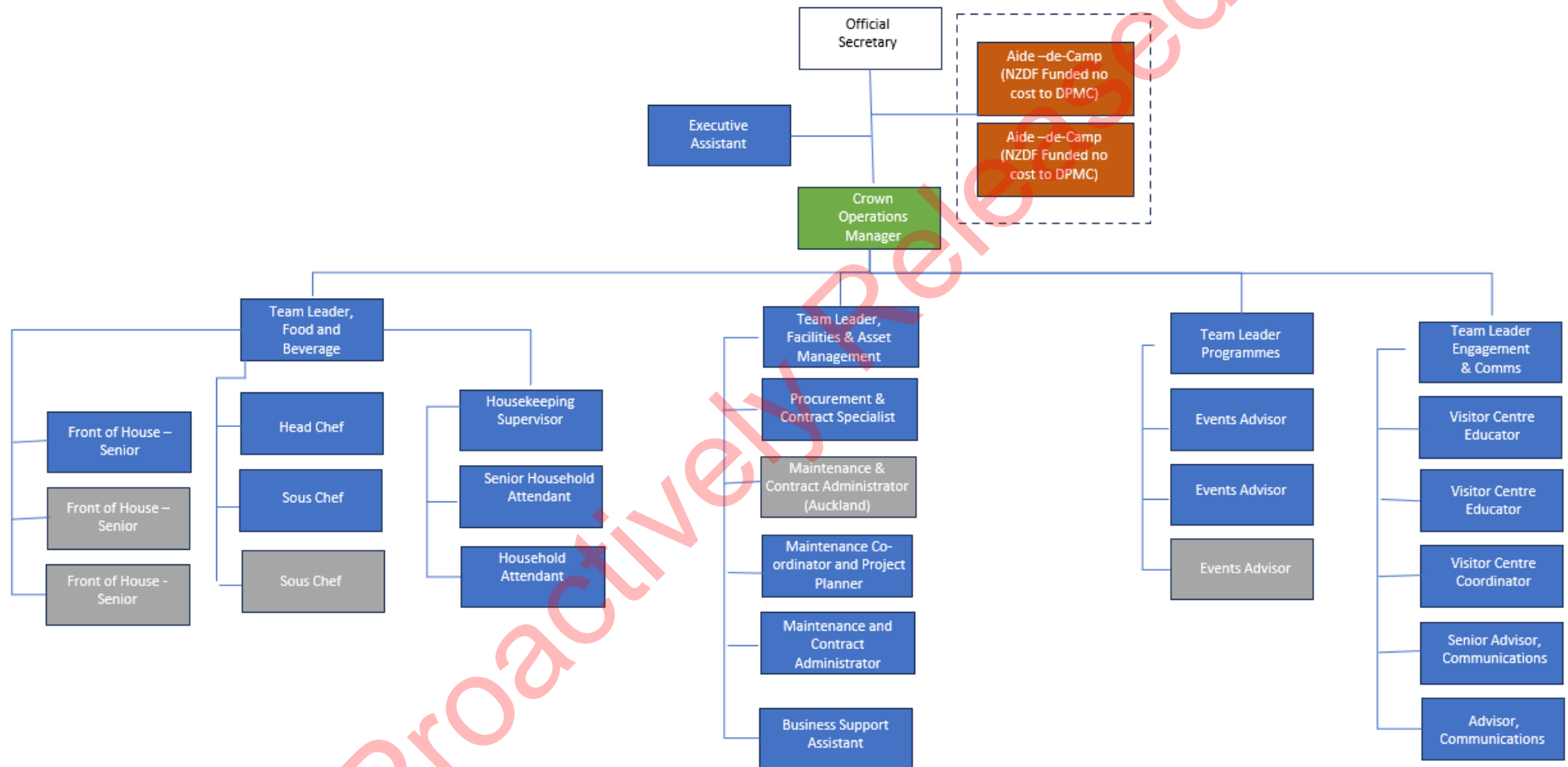
The work of Government House is unique and important. It contributes to ensuring that New Zealand's systems and institutions of government are trusted and effective, by providing operational and administrative support to enable the Governor-General to perform their constitutional functions, providing planning and support for the delivery of a programme that allows them to engage with a wide range of New Zealanders, and offering visitor and educational services. At the same time, the Government House team also provides close personal support to the Governor-General and their spouse.

The two Government Houses and their grounds are national taonga, with important heritage values, and are also significant taxpayer funded assets. The maintenance and stewardship of both Houses and their grounds is a critical part of the Government House function.

Final decisions around changes to Government House organisation structure are as follows:

- Manager Events and Engagement and Manager Services roles will be disestablished.
- Team Leader (Auckland) Front of House (Senior) (Auckland) and Sous Chef (Auckland) roles will be disestablished. A **Maintenance and Contract Administrator (Auckland)** role will be established.
- Two Front of House (Senior) (Wellington) roles will be established.
- A Sous Chef (Wellington) role will be established.
- The Chief Operating Officer role will not be established. A **(fixed term) Crown Operations Manager** role will be established to develop and optimise new systems and processes.
- The Team Administrator role will be renamed **Business Support Assistant** for consistency across the business.
- An Events Advisor role will be established.
- The Chauffeur and Household Attendant (Kitchen) roles will be disestablished.
- The Diary and Invitations Coordinator role will be disestablished.

Government House – final structure



Government House – feedback and decisions

#	Theme	What you told us in your feedback	Our response
GH1	Creation of Chief Operating Officer role in GH Wellington	<ul style="list-style-type: none"> There was some support and some concern about the creation of a Chief Operating Officer (COO). Some thought it would be a helpful addition to support the Official Secretary, and others thought it could become a bottleneck for operational delivery and cut off the Official Secretary from the rest of the team. Submissions suggested the title of Chief Operating Officer is inappropriate for the House and gives wrong impression of the role. Some preferred the title of Deputy Official Secretary. There was also some concern that the creation of a COO role could disrupt the good work that has been done around the team culture since the current Official Secretary took office. 	<ul style="list-style-type: none"> Taking your feedback into account, we have reflected further and decided not to proceed with the Chief Operating Officer role. Instead, we will create a new fixed-term position of Crown Operations Manager to support the Official Secretary and the team in continuing to develop and optimise our systems and processes at Government House. This approach addresses the main concerns expressed about the COO role and balances the need for this support with the Department's current budget pressures. The role will initially be established as a fixed term position through to 30 June 2027. This approach provides the best balance between the various concerns raised through submissions around this role.
GH2	Government House Auckland	<ul style="list-style-type: none"> There was mixed feedback about the proposed disestablishment of the Auckland roles. Some submitters raised concerns; others support the idea as it enables a shift of resources to where the majority of the Governor-General's programme is delivered in Wellington. One of the concerns was that disestablishing Auckland staff could negatively affect the security and upkeep of the property. Some submissions suggested there could be an impact on Wellington staff as they would need to travel more and be away longer to 	<ul style="list-style-type: none"> Maintaining a high standard of service to the Governor-General while addressing fiscal constraints have been central to our thinking throughout this process. Successive Governors-General have had their primary residence in Wellington and most of the programme is delivered there. In recognition of this we will proceed with the plan to disestablish Front of House (Senior) and Sous Chef roles in Auckland and establish equivalent roles in Wellington. The Governor-General's Auckland programme will continue. When required, resources will move to

		<p>support events in Auckland. Others suggested this would be no more than current levels.</p> <ul style="list-style-type: none"> There is a belief the needs of the official residence and the demands of holding events held in Auckland both formal and informal, that require staff, have been overlooked. There were suggestions to retain a chef based in Auckland who prepares catering to be transported to Wellington, as well as retaining casual chefs there. This would avoid the need for so many Wellington staff to travel. 	<p>Auckland to support the Governor-General, as is the current practice.</p> <ul style="list-style-type: none"> The Maintenance and Contract Administrator based in Auckland will ensure the upkeep of the property to the expected standard.
GH3	Government House Diary and Invitations Coordinator (part of Programme Team)	<ul style="list-style-type: none"> There was concern about disestablishing the key role of Diary and Invitations Coordinator that manages the Governor-General's diary. The loss of this role will impact the Events Advisor roles and having multiple people managing the diary introduces risk to the programme [a single point of contact for this duty preferred]. 	<ul style="list-style-type: none"> We have considered the feedback and after careful consideration we have decided to proceed with disestablishing the Diary and Invitations Coordinator. The work will be absorbed into the Programme Team. As part of this change, a new Events Advisor role will be established.
GH4	Disestablishment of Manager Engagement and events and Manager Services	<ul style="list-style-type: none"> There was broad support for this as the needs of the House and other roles in the team have evolved over time to a point where these roles are superfluous to requirements. 	<ul style="list-style-type: none"> We acknowledge the contribution these roles have made. However, there was positive feedback about the evolution of other leadership roles, and support for disestablishing these roles. We confirm we will proceed with disestablishment.
GH5	Creation of x2 Front of House (Senior) roles in Wellington	<ul style="list-style-type: none"> There was support for these roles being established, but a suggestion that it would be better to have one lead FoH role that the others report to, which would enable better coordination and a career path. 	<ul style="list-style-type: none"> Given our fiscal constraints, we have decided to adjust our planned resourcing for Government House. We will proceed with the two additional Front of House (senior) role as planned to provide extra support in Wellington, the Governor-General's primary residence. However, we have decided that we are not able to establish the part-time Commis Chef or Household Attendant roles at this time.
GH6	s6(a) [REDACTED] [REDACTED]	<ul style="list-style-type: none"> s6(a) [REDACTED], 	<ul style="list-style-type: none"> s6(a) [REDACTED]. We

	s6(a)	<p>maintenance, and general upkeep of buildings.</p> <ul style="list-style-type: none">• Some submitters suggested that live-in staff can do ad-hoc/small jobs during open hours and out-of-hours.	<p>acknowledge the ad-hoc jobs currently done by staff who live on site. These tasks will need to be documented and absorbed into other roles.</p> <ul style="list-style-type: none">• The new Auckland-based Maintenance and Contract Administrator role will continue to manage maintenance and ensure the property is well looked after.
GH7	Impact on remaining roles	<ul style="list-style-type: none">• A range of submissions on roles needing to be re-banded based on increased responsibilities.	<ul style="list-style-type: none">• As part of this process, we will not make any changes to the banding of non-impacted roles. If it is deemed appropriate in longer time, management teams could explore this through the appropriate channels.

Government House – impact tables

Position Title	Established Positions Current	Established Positions Proposed	Proposed Impact (proposal)	Final Impact (Decision)
Official Secretary	1	1	No change	No change
Executive Assistant (Team Leader)	1	1	Minor change to role, remove direct report	Title change to Executive Assistant
Team Administrator	1	1	Reporting line change to Team Leader, Facilities and Asset Management	Title change to Business Support Assistant Reporting line change to Team Leader, Facilities and Asset Management
Chief Operating Officer	0	0	New role, reports to Official Secretary	Role will not be created
Crown Operations Manager (fixed term)	0	1	n/a	Instead of a Chief Operating Officer we will establish a Crown Operations Manager on a fixed term until July 2027.
Manager, Services	1	0	Disestablished	Disestablished
Team Leader, Food and Beverage	1	1	Reassigned to Team Leader, Food and Beverage (minor changes to role)	Reporting line change to Crown Operations Manager Confirmed
Front of House, Senior (Wellington)	1	3	No change to existing role Create two additional Front of House (Senior) roles in Wellington.	Confirmed
Front of House – Senior (fixed term)	1	0	No change	Role will continue for duration of fixed term.
Household Attendant (Kitchen)	1	0	Disestablished	Disestablished
Head Chef	1	1	No change	No change
Sous Chef (Wellington)	1	2	No change to existing role.	Confirmed

			Create a second Sous Chef role in Wellington.	
Commis Chef	1	0	New role reporting to Head Chef	Role will not be created
Housekeeping Supervisor	1	1	Reporting line change to Team Leader, Food and Beverage	Confirmed
Senior Household Attendant	1	1	No change	No change
Household Attendant	1	1	No change to current role Proposal to establish a second Household Attendant	No change to current role Will not create a second Household Attendant
Team Leader, Facilities Management	1	1	Title change to Team Leader, Facilities and Asset Management	Reporting line change to Crown Operations Manager Confirmed
Procurement and Contract Specialist	1	1	No change	No change
Maintenance and Contract Administrator (Auckland)	0	1	New role in Auckland	Confirmed
Maintenance Co-ordinator and Project Planner	1	1	No change	No change
Maintenance and Contract Administrator (Wellington)	1	1	No change	No change
Chauffeur	1	0	Disestablished	Disestablished
Team Leader, Government House, Auckland	1	0	Disestablished	Disestablished
Sous Chef (Auckland)	1	0	Disestablished	Disestablished
Front of House – Senior (Auckland)	1	0	Disestablished	Disestablished
Team Leader Programme	1	1	Reporting line change to Chief Operating	Reporting line change to Crown Operations

			Officer	Manager
Events Advisor	2	3	No change to existing role Create one additional Events Advisor role	Confirmed
Manager, Engagement & Events	1	0	Disestablished	Disestablished
Team Leader, Engagement & Communications	1	1	Reporting line change to Chief Operating Officer	Reporting line change to Crown Operations Manager
Visitor Centre Educator	2	2	No change	No change
Visitor Centre Co-Ordinator	1	1	No change	No change
Senior Communications Advisor	1	1	No change	No change
Communications Advisor	1	1	No change	No change
Diary and Invitations Coordinator	1	0	Disestablished	Disestablished

Policy Advisory Group – summary of decisions

The Policy Advisory Group (PAG) serves as the eyes and ears for the Prime Minister on all Government policy, implementation, and operational matters. Its primary role is to provide free and frank advice directly to the Prime Minister to support them in their role as the leader of the Government and the Chair of Cabinet.

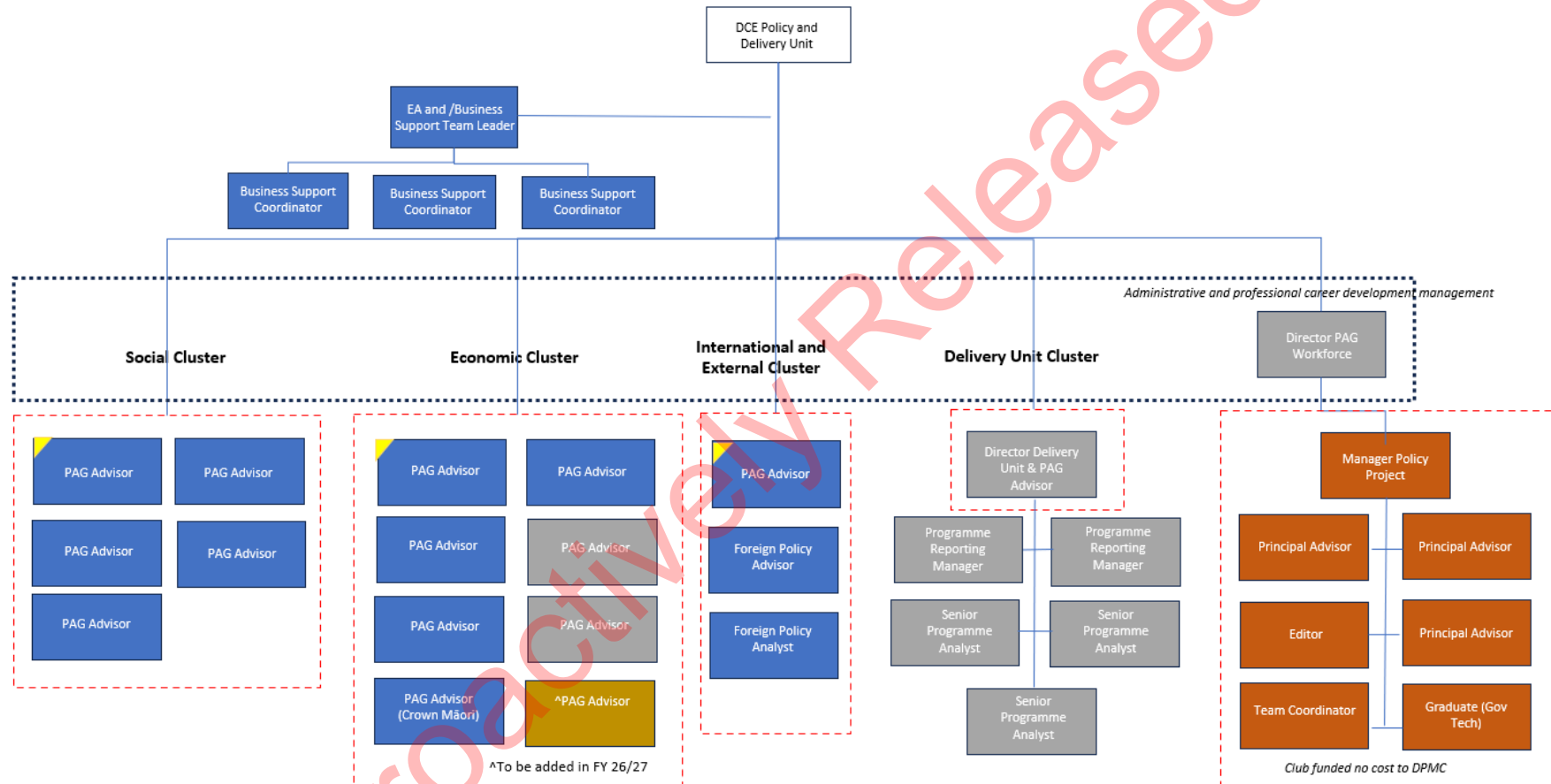
PAG is an important institution in the Public Service. It contributes towards good governance of our democratic system, helps the Government-of-the-day achieve its priorities, and plays a key role and supports continuity between administrations.

The Delivery Unit's purpose is to ensure an understanding of the status of delivery of the Government's work programme, issues that need to be addressed and risks that need to be managed.

There have been no substantive changes to the proposed PAG organisation structure, which confirms:

- The establishment of a **Director PAG Workforce** role.
- PAG Advisors move to four-year fixed term roles.
- The support roles are retitled **Business Support Coordinators** and will all report to the EA/Business Support Team Leader
- The Delivery Unit lead is retitled **Director Delivery Unit and PAG Advisor**.
- All Delivery Unit roles are made permanent positions.

Policy Advisory Group – final structure



Policy Advisory Group – feedback and decisions

#	Theme	What you told us in your feedback	Our response
P1	PAG very siloed and needs integration with rest of DPMC	<ul style="list-style-type: none"> PAG operates in a very separate and siloed manner from the rest of DPMC, which carries organisational risk. Outside agencies believe when they consult PAG they have consulted DPMC, meaning other parts of DPMC miss the opportunity to provide views on interagency matters. The quality of policy processes suffers as a result. There were suggestions to open up the PAG way of operating across DPMC to achieve better integration and provide more comprehensive advice. 	<ul style="list-style-type: none"> Given PAG's role in the system, to provide unvarnished, second opinion advice to the Prime Minister, including on papers that the Department produces, there is a need for a degree of independence. That said, strengthening connections and fostering more integrated ways of working across our business groups will be a key focus of the Department's upcoming culture review and uplift workstreams.
P2	PAG very siloed and could be a branded Business Unit	<ul style="list-style-type: none"> Acknowledging that PAG operates autonomously, there was a suggestion to consider making it a separate branded business unit, to maintain a certain level of independence from the rest of the DPMC. 	
P3	Support for the proposals applying to PAG	<ul style="list-style-type: none"> There was support for embedding the Delivery Unit as a core function within the Department; and also for the Delivery Unit's lead to become a PAG Advisor. 	<ul style="list-style-type: none"> This proposal will proceed as planned.
P4	Coordinator/business support roles	<ul style="list-style-type: none"> There was a question about whether the purpose of renaming business support roles was to streamline titles, and if it is, the preference is for the title of Business Support Coordinator. 	<ul style="list-style-type: none"> Yes, there is an element of streamlining job titles across DPMC. We want to ensure that we have a consistent set of naming conventions for roles and titles across the organisation. We have confirmed all the support roles in the organisation as either Executive Assistants, Business Support Coordinators or Business Support Assistants.

P5	Director PAG Workforce	<ul style="list-style-type: none">• Some questioned whether PAG needed its own workforce development role at Director level, when the work could be done by HR, and not having it provides a cost saving opportunity.• There was some comment on how hard it would be to find a suitable person for this role.	<ul style="list-style-type: none">• The reason this role has been established is to manage the significant workload of the DCE Policy who has over 20 direct reports.• Given the unique nature of PAG, traditional layering or reporting line structures aren't a good fit. Our preferred approach is to introduce a matrix-style people leadership role to provide the development and administrative management of the PAG workforce, without creating unnecessary structural complexity.
P6	PAG Advisors being fixed term	<ul style="list-style-type: none">• There was support for and some questions about making PAG Advisors fixed term. Some could see the value of the turnover, fresh perspective and career opportunity for the Public Sector that fixed term roles would re-introduce. Others expressed concern that moving to fixed term roles could erode the value they see from having some Advisors with long-term experience; and for those same advisors to mentor and coach newer Advisors (including during periods of change between Government administrations).• There were different views on how long the term should be. Some suggested a five or even a 10-year fixed term.• There was a question about whether having PAG Advisors on fixed term contracts could increase remuneration costs.	<ul style="list-style-type: none">• We intend to proceed with four-year fixed-term contracts for PAG Advisors, as this approach positions DPMC to bring diverse, innovative, and well-rounded thinking to our role advising the Prime Minister.• Four-years spans the term of any government and allows PAG Advisors to experience the various stages pre- and post-election, as well as set up and/or delivery of priorities.• The approach supports DPMC's role in supporting career development and advancement across the Public Sector, meaning PAG will make a stronger and more regular contribution to senior public service capability.

Policy Advisory Group – Impact tables

Position Title	Established Positions Current	Established Positions Proposed	Proposed Impact (proposal)	Final Impact (Decision)
Executive Director, Delivery Unit	1	0	Disestablished	Disestablished
DCE, Policy	1	0	Disestablished	Disestablished
DCE, Policy and Delivery Unit	0	1	Establish new role	Establish new role
Executive Assistant (Business Support Team Leader)	1	1	No change	No change
Senior Support Coordinator	2	2	Title Change to Business Support Administrator	Title Change to Business Support Coordinator
Programme Coordinator	1	1	Title Change to Business Support Administrator Reporting line change to Executive Assistant	Title Change to Business Support Coordinator Reporting line change to Executive Assistant
Director, Policy Advisor Group Workforce	0	1	Establish new role	Establish new role
Advisor, PAG	11	11	No change	No change
Advisor, PAG	0	3	Establish new role	Establish new role
Foreign Policy Advisor	1	1	No change	No change
Foreign Policy Analyst	1	1	No change	No change
Director Delivery Unit / PAG Advisor	0	1	Establish new role	Establish new role
Programme Reporting	0	2	Establish new role	Establish new role

Manager x 2				
Senior Programme Analyst x 3	0	3	Establish new role	Establish new role
Manager, Policy Project	1	1	Change to reporting line Director, Policy Advisor Group Workforce	Change to reporting line Director, Policy Advisor Group Workforce
Principal Advisor (Policy Project)	3	3	No change	No change
Editor (Policy Project)	1	1	No change	No change
EA / Team Coordinator (Policy Project)	1	1	No change	No change
Graduate (GovTech)	1	1	No change	No change

General – feedback and decisions

#	Theme	What you told us in your feedback	Our response
G1	Culture of DPMC	<ul style="list-style-type: none"> A number of submissions mentioned the culture at DPMC including suggestions and opportunities for improvement. To support our new model the future culture needs to support and reinforce the change and that work in this space will be critical for the successful implementation of a new organisation structure. 	<ul style="list-style-type: none"> We noted with interest the many submissions that reflected on DPMC's culture. We agree with the general consensus – that there is scope to build a more positive, inclusive workplace where people feel valued and heard. Strengthening our culture will be a key focus of the next stages of the transformation work.
G2	Admin Resources / Business Support resources too lean	<ul style="list-style-type: none"> Not enough business support resources across the business, particularly in Corporate where there are none, which will lead to inefficient use of more senior/expensive resources. PAG and Cabinet Office respectively have more Business Support Administrators than the rest of the organisation. The concerns included inconsistencies with design principle of centralising roles and the impacts to some Directors (NSG/RSGG) who will need to manage their own diaries. 	<ul style="list-style-type: none"> We have taken a closer look at the business support resources and agree the corporate function should have a Business Support Coordinator (BSC). We have added one to report to the two Directors providing support across the teams. The BSC roles are designed to support teams based on the particular needs of the function, rather than being allocated specifically to Directors. It is also important to note that some of the business support roles within the Cabinet Office primarily support the Cabinet itself, rather than the DPMC team, which explains the higher number of roles in that area. We do not see a need to add more BSCs at this time. The expectation is that staff

			will continue to perform a certain amount of their own administrative work, in line with public service norms. We also expect teams to collaborate and share support resources across functions where appropriate.
G3	Too many people leaders across the organisation	<ul style="list-style-type: none"> There was a concern that the ratio of people leaders to non-leaders is too low and it should be higher. More team or people leader roles will increase the needs in leadership development and add disproportionate workload for Culture and Capability. It also creates additional risk. 	<ul style="list-style-type: none"> One of our design principles has been to maintain wide spans of control while taking the context of the work into account. Based on your feedback, we have carefully reviewed the proposed management structure and have reduced the number of people leader roles. Some roles have been combined, and for others, the level of the role has been adjusted. There is a fine balance to achieve here - ensuring our people have the time and support they need from their leaders, while also managing costs within the constraints of our budget.
G4	Policy Project team	<ul style="list-style-type: none"> Is this something that only DPMC can do? Could/should it be moved to PSC, for example? 	<ul style="list-style-type: none"> The Chief Executive of DPMC is also the Head of the Policy Profession for the Public Sector, which is why the Policy Project sits within DPMC. The Policy Project is a 'club-funded' unit, meaning it is funded by the wider public service and does not impact DPMC's finances or funding.
G5	Specific role feedback	<ul style="list-style-type: none"> Substantial feedback was received that was very specific to a particular role or function, such as banding and future resourcing. This has not been summarised into themes. 	<ul style="list-style-type: none"> This type of feedback may be picked up in the implementation process as in most cases it does not impact the overall structure design

		<ul style="list-style-type: none">• The feedback received ranged from Government House to SCMU.	
G6	Re-designed roles, teams, and reporting lines	<ul style="list-style-type: none">• Several suggestions were received of re-designed models with new or different roles and combinations of functions.	<ul style="list-style-type: none">• These could not all be summarised into themes because in most cases they were not affordable and/or were at odds with the case for change principles.• Where feasible, suggested changes in reporting lines or team composition have been included in the relevant design model above.

Proactively Released

Implementation

Approach

We will use a phased approach to implementation. It is anticipated that the establishment of the new structure will commence from 4 July, with a plan for the change to be fully implemented by the end of October 2025.

This phased approach is to allow people leaders to be involved in the establishment of their team, and, where possible, people to have information about who their likely manager will be.

Implementation sequencing and planning

The primary purpose of the change management protocol is to develop a process where all affected staff have as many opportunities as possible to secure a role that matches their skills and experiences and enables the organisation to appoint the best suited candidates wherever possible from within the Department.

The protocol follows a cascading selection process where we start at the most senior level and attempt to fill from the pool of affected staff. Those who are unsuccessful will be able to participate in the next pool of appointments.

All fixed-term employees whose positions were disestablished or changed can participate in the process, including being considered for new or changed roles. However, where there is a competitive selection process for a new / changed role, preference would be given to permanent employees over fixed-term employees where they otherwise score equally against the proposed selection criteria.

All redeployment/ reassignment decisions will be based on a series of selection criteria that would be developed for each role based on the final job descriptions.

All affected employees who express interest in a role will be guaranteed at least one interview during the process.

Affected employees are not required to express an interest in new roles.

Even when roles are externally advertised, this does not preclude any affected staff member issuing an expression of interest for redeployment.

Deputy Chief Executive roles

Current Deputy Chief Executives (and equivalent) on open tenure contracts will be able to express interest in any similar role that is created in the new structure. They can submit an expression of interest and have their skills, capabilities and experience assessed against the selection criteria for the proposed role. The selection process will include an Assessment Centre and panel interview. The panel interview will include at least one person external to the Department given the importance of these roles and the requirement to liaise externally.

If these DCEs (and equivalent) are deemed to be a suitable match they will be considered for reassignment / redeployment to the new / changed role. Where there is more than one interested affected staff member for a role, the top scoring person would be considered for reassignment / redeployment provided they meet the minimum requirements for the role.

If current DCEs are not successful in this process then it is proposed that they could participate in the next round of process (for Directors), elect redundancy, or we would work with individuals to identify other redeployment opportunities as set out in their employment agreements.

Director Level roles

All affected staff (regardless of current level and including affected Managers who believe they have the skills, capabilities and experience) can register an expression of interest for the available roles. They will need to provide evidence of how their skills, capabilities and experience match the proposed role(s) they are interested in.

They can submit an expression of interest and have their skills, capabilities and experience assessed against the selection criteria for the proposed role. The selection process will include an Assessment Centre and panel interview. The panel interview will include at least one person external to the Department given the importance of these roles and requirement to liaise externally. If they are deemed to be a suitable match they will be considered for reassignment / redeployment. Where there is more than one interested affected staff member for a role, the top scoring person will be considered for reassignment / redeployment provided they meet the minimum requirements for the role.

If they are not successful in this process, they can participate in the next selection round of the process (for Managers), elect redundancy, or we will work with individuals to identify other redeployment opportunities as set out in their employment agreements.

Band 20 roles

All affected staff (regardless of current level – and may include Principal Advisors who believe they have the relevant skills and capabilities) can register an expression of interest for available Manager roles. They can rank their preferences and provide evidence of how their skills, capabilities and experience match the role(s) they are interested in.

They can submit an expression of interest and have their skills, capabilities and experience assessed against the selection criteria for the role through a contestable selection process. This will include at least a panel interview. Where there is more than one interested affected staff member for a role, the top scoring person will be considered for reassignment / redeployment provided they meet the minimum requirements for the role.

If they are deemed to be a suitable match they will be considered for reassignment / redeployment to the role.

If they are unsuccessful in this process, they can participate in the next selection round (for Principal Advisors), elect redundancy or we will work with individuals to identify other redeployment opportunities as set out in their employment agreements.

If there are still vacant roles at the end of this process, they will be advertised externally.

Band 19 roles

All affected staff (regardless of current level – and may include more senior staff who are not successfully placed in the previous selection rounds, can register an expression of interest for the available Principal Advisor roles, if they believe they have the skills, capabilities and experiences to undertake them. They can rank their preferences and they can provide evidence of how their skills, capabilities and experience match the selection criteria for the

role(s).

They can submit an expression of interest and have their skills, capabilities and experience assessed against the selection criteria for the proposed role through a contestable selection process.

If they are deemed to be a suitable match they will be considered for reassignment / redeployment. Where there are more than one interested affected staff member for a role, the top scoring person will be considered for reassignment / redeployment provided they meet the minimum requirements for the role.

If they are unsuccessful in this process they can participate in the next selection round, elect redundancy or we will work with individuals to identify other redeployment opportunities as set out in their employment agreements.

If there are still vacant roles at the end of this process, they will be advertised externally.

Band 18 roles and below.

All affected staff can submit an expression of interest for available roles in order to be considered for reassignment / redeployment. They can indicate their preferences and they can include an application indicating how their skills, capabilities and experience match to the role(s) they are interested in.

They can submit an expression of interest and have their skills, capabilities and experience assessed against the selection criteria for the role. If they are the only person who had expressed an interest in that role, and it is deemed they have the skills and capabilities to successfully perform the role to the required standard, they may be considered for reassignment / redeployment to the role.

Where there are more than one interested affected staff member for a role, the top scoring person will be reassigned / offered redeployment provided they meet the minimum requirements for the role.

We will continue to seek reassignment / redeployment options for any affected staff not reassigned / redeployed in this part of the process along with the other options set out in their employment agreement. This can include considering new / vacant roles at a higher or lower level where they can demonstrate they have the requisite levels of skills and capabilities to effectively perform the role.

If there are still vacant roles at the end of this process, they will be advertised externally.

Glossary

Term	Definition
Disestablished	A disestablished position is one that will no longer be required in the new structure as it is deemed to be surplus to requirements.
Reassignment	Means an offer of a suitable alternative position within the confirmed new / revised structures.

Reconfirmation	Where an employee is reconfirmed into a position that is the same or a substantially similar position within the confirmed new / revised structure.
Redeployment	Means an offer of a suitable alternative position elsewhere within DPMC or elsewhere in the public sector.
Suitable alternative position	Suitable alternative position is defined as a position which in the opinion of DPMC the employee has the requisite skills, knowledge, and attributes to perform, and retains the employee's level of remuneration.
Affected employee	An employee whose role is proposed to be disestablished, or has been disestablished, as part of or following a change process.
Impacted	Any employee whose role has changed in any way including title and reporting line change (but that is not proposed to be disestablished, and no redundancy situation is created).
Contestable	Where more than one affected employee has indicated they wish to be considered for an available role.
Assessment Centre	<p>An assessment centre is an in-depth process to determine if candidates have the right mix of skills and capabilities for a specific role(s).</p> <p>This process involves a mix of activities and exercises that mirror real job challenges, allowing evaluators to see how candidates perform in practical scenarios, and can include role plays, presentations, and panel interviews.</p>

Options Discussion

DPMC is committed to work with you in trying to find suitable options within the Department. If your role is confirmed as disestablished as a result of this Decision Document, a meeting will be organised between you and your manager and/or an HR Business Partner. At the options meeting an initial discussion will take place regarding your:

- **interest in expressing an interest in the new roles** - We will make sure that you have considered and are aware of all alternative redeployment options within DPMC.
- **preference timing for exiting** – If you chose not to express an interest in any of the new roles, you would in effect be electing to take redundancy. The timeframe for this would be at the Department's discretion. We will discuss the different timing options including what needs to be done prior to you leaving DPMC.
- **redundancy information** - We will get you all the information you require, as you need it, to make good decisions for you and your family.

If your position is disestablished and you are not successful in securing a new role, you would be made redundant in accordance with the terms of your employment agreement.

Key Implementation Dates

The key implementation dates are included in the table below. As we are following a cascading process, the dates for redeployment and recruitment for specific roles will be communicated as they become confirmed. In most cases it would be unlikely for a redeployment process to commence until a manager is appointed to a substantive position.

Date	Activity
3 rd July	Decision Document Published
3 rd July	EOI Redeployment process opens for the Deputy Chief Executive Policy and Delivery Unit and Deputy Chief Executive Corporate and Chief People Officer
4 th July	Deputy Chief Executive National Security and Resilience role externally advertised (no permanent employee has been disestablished for this role and it doesn't preclude an expression of interest for redeployment being submitted)
4 th July	The EOI and advertising for the Chief Financial Officer (CFO), Chief of Staff and Chief Advisor, Strategic Communications will commence
Late July	Redeployment process for Deputy Chief Executive Policy and Delivery Unit and Deputy Chief Executive Corporate and Chief People Officer concludes
Mid-August	Selection process for Deputy Chief Executive National Security and Resilience concludes
From August	EOI Process for Director National Security Policy and Coordination and Director National Risk and Resilience commences EOI for Directors in Corporate is likely to commence
Ongoing	In most cases EOI processes and the advertising of vacant positions would commence once a manager is in place and can participate in the process.
From July	There are a significant number of our systems and processes that will require consultation and redevelopment. This will form part of the corporate work plan, working with the Transformation Team.

We understand that a cascading approach, and the move to a formal establishment model, can sometimes lead to overlap if the previous level's process is completed early, if multiple processes are efficiently managed in parallel, or if roles require external advertising and processing applications etc.

Indicative role profiles have not been included in this document as we received little feedback about these, and they will be refined and developed into job descriptions at the appropriate point in the process.

Our implementation approach will be in two major tranches, primarily based on the number of changes and the required redeployment and recruitment timelines. Some groups will be able to transition to the new structure almost immediately and should be fully operational by mid-August (depending on recruitment timelines), other groups will take longer and may not have fully transitioned to the new structure until October.

Broadly the following workgroups will begin to operate in the new structure with immediate effect.

- Office of the Chief Executive
- Policy Advisory Group and Delivery Unit (subject to the appointment of the DCE)
- Cabinet Office
- Government House

The following groups have more redeployment layers to work through so will continue operating in the current structure until key leadership positions are filled.

- National Security and Resilience
- Corporate

This will be evident as some business units will have fewer requirements for change and therefore be able to reduce lengthy time delays and the resulting uncertainty for role reassignments in the lower-level grades.

We are conscious having a cascading approach for each level will require efficient time management and potentially additional resources to handle the timelines. Close coordination, a streamlined decision-making process, and clear, constant communication are crucial to meet these tighter deadlines. The final timelines will depend heavily on the complexity of the roles, the number of candidates, and the resources available for the selection process.

We undertake to keep people informed as timeframes become clearer for the redeployment and advertising of roles throughout the organisation.

Our goal is to have most positions filled in the organisation by the end of October 2025. It will take time for us to work through the redeployment process and permanently fill vacancies and the structure to become fully operational.

With change comes a degree of disruption, but we are confident we will manage through this transition period well, and emerge a more composed, focussed and effective Department.

Support for Staff and Outplacement Support

We understand that the change process can be challenging and daunting for staff. We are committed to providing help to you as your well-being is of primary importance. All staff will have support through the entire change process. A number of options are available to ensure individuals get the appropriate support.

Your people leader will be able to talk to you about what is available. We also encourage you to take advantage of our EAP services (contact details below). For those employees who are union members, the union will also be available to provide support.

Our employee assistance programme provider is Vitae. The programme is confidential, and you can access the service directly or with help from your manager. We encourage you to access these services to discuss any issues that emerge as a result of these decisions for change.

Vitae is contactable by:

- 24-hour Free Phone: 0508 664 981
- Email: assistance@vitae.co.nz
- Internet: www.vitae.co.nz

Outplacement Support

As part of the change support available to all affected employees we have consultants from H2R available for you to talk to in confidence and independently throughout the EOI process by phone, online via Teams, or face to face. They are very experienced in supporting employees through organisational change.

These same consultants are also partnering with us to provide **Outplacement / Career Transition support** for anyone who is confirmed as impacted and leaves the business as an outcome of this change process.

This can include relevant support through the EOI (Expression of Interest) process, as well as practical advice as CV preparation, developing your LinkedIn profile and job search techniques, interview skills, as well as other Career Coaching advice.