LONG-TERM INSIGHTS BRIEFINGS: The high-level development process



This document sets out the process and indicative timeframe for departments to follow in developing a Long-term Insights Briefing (Briefing). The exact timeframes for each step will vary depending on the department's approach. Each of the eight high-level steps in the Briefing process consists of a number of key activities, as shown from left to right. The legend explaining terms used can be found at the bottom of page 2.

Steps

Purpose

Key activities and who is involved

Gather intelligence about the future

The purpose of Step 1 is to gather intelligence on future trends, risks and opportunities. This provides the basis in Step 2 for considering the subject matter to focus the Briefing on.

Departments

Decide whether to gather intelligence individually or with other agencies.

Departments

Decide approach to intelligence gathering, including engagement.

Departments

Collect and consider the intelligence about the future.

Indicative timeframe: April – May 2021

Prompts

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

Consider subject matter and potential for joint **Briefings**

The purpose of Step 2 is to consider and scope the proposed subject matter for the Briefing. Departments may develop their own Briefing, or work with other departments to develop a joint Briefing.

Departments

Consider substance and scope of possible subject matter for the Briefing.

Departments

Consider the range of Māori interests and diverse perspectives of specific population and other stakeholder groups in the possible subject matter.

Departments

Can engage chief executive groups to identify opportunities for joint Briefings.

Departments

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

3 **Public** consultation on proposed subject matter

The purpose of Step 3 is to seek public feedback on the substance and scope of the proposed subject matter for the Briefing. This feedback is then considered by departments to make a final decision on the subject matter.

Departments

Inform your minister of proposed subject matter ('no surprises' principle).

Departments

Design and conduct public consultation on proposed subject matter.

Departments

Take into

account consultation feedback, select subject matter and notify Reference Group.

Reference Group

Reference Group considers the subject matter of the **Briefings across** public service.

Departments

Consider the Reference Group feedback when finalising the subject matter.

Departments

Close consultation feedback loop with the public.

As well as enabling the general public to provide feedback, departments should consi the extent to which engagement with Māori (including iwi, hapū, whānau, and other Māc interests), and population groups and other stakeholder groups should occur, including h best to engage with them. After consultation Reference Group of chief executives conside the proposed subject matter and number of Briefings. This system-level view can identify any linkages, duplication, and prioritisation across the proposed Briefings topics.

Develop Briefing content The purpose of Step 4 is to develop the content of the Briefing. This involves conducting a deeper exploration of the subject matter selected for the Briefing.

Departments

Decide the approach to conducting the deeper exploration of the subject matter, including engagement.

Departments

Indicative timeframe: June - September 2021

Indicative timeframe: May – June 2021

Conduct the deeper exploration of the subject matter necessary to enable the Briefings to include the following recommended content:

- related trends, risks and opportunities
- policy options for responding to these matters.

The Briefings may also include the strengths and weaknesses of the policy options.

Indicative timeframe: August 2021 – April 2022

Departments

Develop the Briefing content.

Departments should take care that a Briefing upholds the impartiality that's fundamental to a politically neutral public service. Ensuring that the Briefings don't indicate a preference for any policy option and are based on unbiased information and analysis will help achieve this. Departments must also consider Māori and Treaty interests in their thinking. The Briefings also provide the chance to consider the perspectives and implications for different population and other stakeholder groups.

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5 **Public** consultation on the draft **Briefing**

The purpose of Step 5 is to seek public feedback on the content of the draft Briefing. This feedback is then considered by departments, to make a final decision on the content of the Briefing.

Departments

Inform the appropriate minister of the content of the draft Briefing ('no surprises' principle).

Departments

Design and conduct public consultation on the draft Briefing.

Departments

Take into account consultation feedback and finalise the Briefing.

Departments

Close consultation feedback loop with the public.

Indicative timeframe: April – July 2022

will help build trust and confidence. It's recommended that where possible, chief executives should produce the first Briefing in

As well as enabling the general public to provide feedback, departments should

consider the extent to which engagement wi

Māori (including iwi, hapū, whānau, and othe

Māori interests), and population groups and

Making all information related to the Briefing

feedback and significant data used to develo

the Briefings and the methodologies applied

other stakeholder groups should occur,

including how best to engage with them.

publicly available – such as consultation

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30 June 2022. For the Briefings to better position New Zealand for the future, they need to enhance public debate and inform future decisions. Promoting awareness and understanding of the Briefings will help increase the likelihood

The Select Committee examination may

input, and seeking independent advice.

their attendance is in the exercise of a

If called to attend the Select Committee's

examination, officials should be clear that

statutory duty independent of the minister.

That is, they are not acting on behalf of their

include hearing evidence from departments,

asking ministers to appear, receiving public

of follow-on action.

minister.

time for it to be presented to Parliament by

6 **Provide** final Briefing to the appropriate minister/s

The purpose of Step 6 is for departments to provide the Briefing to the appropriate minister/s. The minister must then present the Briefing to the House of Representatives as soon as reasonably practicable.

Departments

Provide the final Briefing to the appropriate minister/s.

Minister

Minister presents the Briefing to the House.

Promote awareness and understanding of the Briefing.

Departments

Indicative timeframe: June – July 2022

Select **Committee** examination

The purpose of Step 7 is to enable Parliamentary scrutiny of the Briefings. Select Committees may conduct an examination into each Briefing and report their findings to the House of Representatives.

Select Committee

Select Committee examines the Briefing.

Departments

Officials attend Select Committee examination of the Briefing if called, and brief their minister if asked to appear.

Departments

Officials inform their minister of matters that arise during the Select Committee examination ('no surprises' principle).

Select Committee

Select Committee presents its findings to the House for debate.

Indicative timeframe: July – November 2022

8

Conduct review activity

The purpose of Step 8 is to promote learning that can inform the next round of Briefings. It involves conducting some form of review to identify what worked well and what didn't, to identify improvements for the future.

Departments

Plan for review into the completed Briefing and process.

Departments

Conduct the review.

Departments

Disseminate the review findings.

Indicative timeframe: January – March 2023

Briefing at least once every three years. The Briefings are a new and untested instrument and process. There will be lessons learned from the first round of Briefings that inform and improve the next, including helping refine the contents of the suite of guidance.

Chief Executives are required to develop a

- Joint Briefing refers to a Briefing developed by two or more chief executives which is relevant to each of their department's functions. Legend
 - Chief executive group refers to the various existing formally endorsed groups of public service chief executives, relating to a sector or to other common interests.
- Reference Group a group of chief executives, convened and chaired by the Head of the Policy Profession, which considers the subject matter and number of proposed Briefings across the public service.
- Population group Some of the groups making up the New Zealand population include iwi Māori, Pacific peoples, other ethnically diverse groups, disabled people, women, rainbow communities, religious communities, rural communities, children and youth, and seniors. This is not meant to be an exhaustive list.